United Nations A/68/6 (Sect. 18)

General Assembly

Distr.: General
3 May 2013

Original: English

Sixty-eighth session

Proposed programme budget for the biennium 2014-2015*

Part V
Regional cooperation for development

Section 18
Economic and social development in Africa

(Programme 15 of the biennial programme plan for the period 2014-2015)**

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* A summary of the approved programme budget will be issued as A/68/6/Add.1.

** A/67/6/Rev.1.

13-32277 (E) 300513

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Section 18A
Regional commission

Overview

Table 18 A.1 **Financial resources**

(United States dollars)

Approved resources for 2012-2013[a]	144 946 200
Technical adjustments (delayed impact and removal of non-recurrent requirements)	(1 452 300)
New mandates and inter-component changes	888 500
Changes in line with General Assembly resolution 67/248	(3 146 600)
Changes reflected in the Secretary-General's report on the budget outline for 2014-2015	(1 969 200)
Total resource change	(5 679 600)
Proposal by the Secretary-General for 2014-2015[a]	139 266 600

[a] At 2012-2013 revised rates.

Table 18 A.2 **Post resources**

	Number	*Level*
Approved for the biennium 2012-2013	553	1 USG, 1 D-2, 15 D-1, 42 P-5, 72 P-4, 75 P-3, 29 P-2/1, 1 FS, 14 NPO, 303 LL
New	1	1 D-2, executive direction and management
Abolishments	(13)	2 P-3 and 1 LL under subprogramme 1; 1 P-5 and 1 LL under subprogramme 2; 1 LL under subprogramme 3; 1 LL under subprogramme 4; 1 P-5, 3 P-4 and 2 LL under subprogramme 7
Proposed for the biennium 2014-2015	541	1 USG, 2 D-2, 15 D-1, 40 P-5, 69 P-4, 73 P-3, 29 P-2/1, 1 FS, 14 NPO, 297 LL

Overall orientation

18A.1 Since the adoption in June 2012 of the Economic Commission for Africa (ECA) biennial programme plan for the biennium 2014-2015 by the Committee for Programme and Coordination, a number of important developments at the global and regional levels have necessitated a revision of the plan and its related proposed programme budget for 2014-2015 to enable the Commission to respond effectively to the new developments. Key among these are the outcomes of the United Nations Conference on Sustainable Development and the consultations on a post-2015 development agenda. At the regional level, a new leadership at the African Union Commission, coupled with the prospects of an emergent Africa have created a new reality for ECA, making it necessary for the institution to reposition and recalibrate itself to ensure that it responds to the evolving needs and demands of its member States in a rapidly changing global environment. This

Note: The following abbreviations are used in tables and charts: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS (OL), General Service (Other level); FS, Field Service; NPO, National Professional Officer; LL, Local level; RB, regular budget; XB, extrabudgetary.

submission, therefore, reflects the main outcomes of the review and consultations undertaken by the new ECA leadership to establish a new strategic direction and programme structure for the Commission, in response to the new priorities of its member States. The mandate for these changes was provided in resolution 908 (XLVI), adopted at the forty-sixth session of ECA held in Abidjan on 25 and 26 March 2013, as part of the sixth joint annual meetings of the African Union Conference of Ministers of Economy and Finance and the ECA Conference of African Ministers of Finance, Planning and Economic Development. The mandate is derived from the decision of the Assembly of Heads of State and Government of the African Union at its twentieth ordinary summit (Assembly/AU/Dec.450 (XX)) in January 2013, which endorsed the refocusing of ECA to support the transformation agenda of Africa. Furthermore the Assembly called upon the Secretary-General to provide required support to ECA to enhance its work in accordance with Africa's priorities.

18A.2 The overall objective of the programme is to assist African countries in formulating and implementing policies and programmes that will lead to sustainable economic growth and inclusive development, with particular emphasis on accelerating structural transformation, in line with the priorities of the New Partnership for Africa's Development (NEPAD), as well as the internationally agreed development goals, including those contained in the United Nations Millennium Declaration (General Assembly resolution 55/2), and in the outcomes of other major United Nations conferences and international agreements since 1992.

18A.3 The mandate for the programme derives from Economic and Social Council resolution 671A (XXV), by which the Council established ECA. The mandate has been further elaborated on in a number of General Assembly and Economic and Social Council resolutions, as well as in ECA resolutions 718 (XXVI), 726 (XXVII), 779 (XXIX), 809 (XXXI) and 844 (XXXIX). Further mandates have emanated from the African Union and the outcomes and decisions of major global conferences and summits, which include the 2005 World Summit Outcome; the 2012 United Nations Conference on Sustainable Development and the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

18A.4 Africa has made remarkable progress in advancing economic and social development in recent years. For eight years prior to the financial and economic crisis, real gross domestic product grew consistently at an average rate of 5 per cent per annum, making the continent one of the fastest growing regions of the world. The continent's swift and relatively strong recovery from the global financial and economic crises, coupled with the progress on the social and political fronts, are driving a new spirit of optimism about Africa's prospects and potentials. There is hope that strong growth rates will translate into jobs, incomes and irreversible human development gains. Africa's enormous wealth will be used to foster equitable and inclusive growth and generate opportunities for all. Economic transformation and social progress will drive further improvements in democratic governance and accountability as the middle class grows and demands more of their leaders and service providers.

18A.5 Real gains have been made and Africa has an unprecedented opportunity for sustained economic growth, shared prosperity and poverty reduction. However, a number of important challenges remain and must be urgently addressed if Africa is to achieve much-needed structural transformation and diversification and translate high growth into meaningful poverty reduction. These include achieving higher, sustained and equitable growth; investment in human development, including: improving access to education, health and infrastructure; employment creation; boosting agriculture and food security; speeding up the pace of regional integration; promoting trade, including intra-African trade; and enhancing State and institutional capacities for improved economic management. Ensuring gender equality and building national statistical capacity should also remain a top priority. Resource mobilization is a critical cross-cutting challenge that must be addressed if Africa is to make progress in these areas.

18A.6 Africa continues to make steady progress towards internationally agreed goals, including the Millennium Development Goals. The continent is on track to achieve universal primary education (Goal 2), and gender equality and women empowerment (Goal 3). Enrolment in primary schools is up from 64 per cent in 2000 to 87 per cent in 2010. Women across Africa are becoming more empowered, with more girls attending both primary and secondary school, and more women in positions of political power. Although most African countries are unlikely to achieve the health targets of the Millennium Development Goals, the rate of progress has accelerated in recent years. For instance, mortality rates for children under five years of age declined by almost 40 per cent between 1990 and 2011. HIV/AIDS prevalence rates fell from 5.9 to 4.9 per cent during the period 2001 and 2011. Maternal mortality improved by 42 per cent between 1990 and 2010. Poverty is also on the decline, falling below 50 per cent in 2008 (to 47.5 per cent) for the first time. The absolute number of poor people also declined for the first time in 2008. Increased growth rates, underpinned largely by the oil and primary commodity exports sectors, have played a role in the decline in poverty. With the Millennium Development Goals target date of 2015 fast approaching, much needs to be done to accelerate the pace of progress towards their achievement and to minimize inequalities in access to vital social services without compromising the quality of such services. Invariably, the post-2015 agenda must reorient the development paradigm towards a sustainable and inclusive pathway. For Africa, the overarching priority is for a transformative agenda that promotes sustainable and inclusive growth that is underpinned by human development, technological adaptation and innovation and facilitated by an enabling internal and global environment.

18A.7 The overriding policy challenge facing the continent, therefore, is to sustain the current positive trends to drive inclusive, broad-based growth and development to achieve structural transformation. Sustaining these trends will depend critically on a favourable international environment that supports Africa's special needs — particularly in climate change, international trade and enhancing the continent's voice in key global decision-making forums and processes.

18A.8 In line with its mandate and in response to growing demand from member States for its services, ECA has taken steps to reposition itself and refocus its programmes to make them more responsive to the transformative agenda of the continent. Following extensive consultations with a wide range of stakeholders, which included senior policymakers of the member States, a comprehensive internal review of the programme of work and priorities was undertaken, which resulted in a revised strategic direction for the Commission's work, involving changes to its programmes, organizational structure, management and administrative processes. In this regard, it is proposed that the overall ECA programme of work be organized around nine interdependent and complementary subprogrammes that reflect the substantive priorities of member States, as reflected in the NEPAD programme: 1, Macroeconomic policy; 2, Regional integration and trade; 3, Innovations, technologies and management of Africa's natural resources; 4, Statistics; 5, Capacity development; 6, Gender and women in development; 7, Subregional activities for development; 8, Development planning and administration; and 9, Social development policy.

18A.9 The nine subprogrammes, which are a reconfiguration of the former subprogrammes, are aimed at allowing ECA to specialize and focus on areas of comparative advantages in economic and social development. Through specialization, the work of ECA would not duplicate activities that are better undertaken elsewhere including in the African Union or in United Nations specialized agencies. Another important consideration relates to clustering issues from the perspective of their potential contribution to regional integration. The new strategic direction will also ensure adequate emphasis on supporting African countries to overcome identified gaps in planning, statistics, contract negotiations and helping them to adjust to mega-trends, such as urbanization, shifting demographics and challenges of environmental sustainability. Linked to this is the need to place

more emphasis on social development in accordance with the original mandate of ECA, while avoiding duplication of social programmes of specialized agencies.

18A.10 *Macroeconomic policy*. The subprogramme on macroeconomic policy will focus on conducting research and normative work to support African member States in transforming their economies from low to middle-income status. The subprogramme will also conduct applied research with the outcomes used to provide sound macroeconomic policy to member States to achieve high-level and sustainable growth, employment creation and poverty reduction. In refocusing the work of ECA with a view to avoiding duplication and concentrating on comparative advantage to the Commission, the subprogramme would also focus on economic governance. By bringing the work of governance from the former subprogramme 3, ECA will use its comparative advantage to undertake work in areas of economic governance, including contract negotiation of the extractive industries, regulation of markets and policies to prevent rent-seeking activities.

18A.11 *Regional integration and trade*. The subprogramme on regional integration and trade will place emphasis to the central role of regional integration in African development by promoting the nexus between trade, industry, agriculture, land, infrastructure and investment and supporting African countries to boost intra-Africa trade and participate effectively in international trade. The focus of the subprogramme will be on conducting analytical research in the areas of: (a) industrialization and infrastructure; (b) investment; (c) food security, agriculture and land; and (d) trade. The research will focus on regional approaches to tackling the challenges in these areas so as to promote regional integration as a strategy for economic development. In this regard, the Action Plan for the Accelerated Industrial Development of Africa, the African Agribusiness and Agro-industries Development Initiative, the Programme for Infrastructure Development in Africa and the Comprehensive Africa Agriculture Development Programme will guide the subprogramme in undertaking research on how the economies of African countries could be transformed from the current low income to middle income levels.

18A.12 *Innovations, technologies and management of Africa's natural resources*. The subprogramme on innovations, technologies and management of Africa's natural resources aims at undertaking research and analytical work on the use of innovations and technological systems as an engine of economic growth. The subprogramme will also continue to support gender sensitive strategies for building and sustaining Africa's digital economy and creating an enabling environment for the knowledge economy through evidence-based research that assists African countries to formulate, implement and evaluate information and communications technology and science and technology policies and strategies. Within the framework of NEPAD priorities, the subprogramme will promote the mainstreaming of technology and innovations in national and subregional development policies and strategies. It will work closely with other subprogrammes, particularly subprogramme 1, in implementing the outcomes of the United Nations Conference on Sustainable Development, including: supporting countries in the establishment of sustainable development goals; financing sustainable development in Africa; technology development, transfer and deployment; and capacity-building and institutional strengthening for sustainable development in Africa. New emphasis will be placed on cross-sectoral issues and intersectoral linkages. In line with the role assigned to the regional commissions at the Conference, a systematic effort will be made by this subprogramme, in close collaboration with the other subprogrammes, to further integrate the three dimensions of sustainable development into the ECA work programme. In addition to this core approach, the biennial event on sustainable development, the Africa regional implementation meeting, will be upgraded to a high-level political forum on sustainable development at the regional level, that will address issues calling for joint consideration of economic, social and environmental aspects, and provide an opportunity for region-wide policy dialogue among policymakers and other actors from the three constituencies. Lastly, the subprogramme will focus on research and analytical work on mineral resources development and a

green economy, and on strengthening the capacity of African countries to participate more effectively in international climate negotiations.

18A.13 *Statistics.* The subprogramme on statistics has been enhanced to strengthen the ability of African countries to formulate sound evidence-based policies. It will increase the use of modern technology to collect, compile and use quality, comparable and harmonized statistics to: (a) monitor progress towards the implementation of set development objectives, including internationally agreed goals, such as the Millennium Development Goals; and (b) support regional integration, including harmonization of methods for censuses, surveys, national accounts, economic classifications, and development indicators, in compliance with international methodologies. The subprogramme will increase its support to African countries to improve their statistical operations, including conducting censuses and surveys and making the data and information products available to users promptly. Special attention will be given to the efficient use of administrative data, such as civil registration and vital statistics, which are necessary for producing gender-disaggregated and gender-responsive statistics, evidence-based service delivery procedures, and monitoring and reporting of progress towards internationally agreed development goals. The subprogramme will also continue its role in the implementation of the African Statistics Charter designed by the African Union Commission and the Strategy for the Harmonization of Statistics in Africa. With a view to improving the quality of data, the subprogramme will work with national statistical offices to implement modern data-collection practices using hand-held devices and other modern information and communications technology-based tools and methodologies.

18A.14 *Capacity development.* The subprogramme on capacity development will play a vital role in ensuring that the key policy findings in ECA research are used to support policy implementation at the national, subregional and continental levels. It will do so by strengthening the capacity of member States, regional economic communities and the African Union to implement their development priorities. Unlike programme 9 of the United Nations, which focuses on advocacy for United Nations support for NEPAD, this subprogramme is geared towards strengthening the capacity of the African Union and its organs, including the African Union Commission, the NEPAD Planning and Coordinating Agency, the secretariat of the African Peer Review Mechanism and the regional economic communities, in deepening and advancing the African Union's agenda of continental integration. The strategy will also focus on strengthening the capacities of African countries and their development organization in formulating and implementing appropriate policies and programmes for achieving the internationally agreed development goals. In collaboration with the subregional offices of ECA, the subprogramme will jointly undertake multi-year programmes and activities with the regional economic communities. The subprogramme will also scale up its assistance to member States in the implementation of the African Peer Review Mechanism, particularly in building and maintaining a credible database on relevant information as well as supporting the governance architecture of the African Union.

18A.15 *Gender and women in development.* The research and analytical work of the subprogramme on gender and women in development will focus on gender inequality and persisting gender gaps and their challenges to development in Africa. It will also address the systemic sociocultural barriers and their impact in limiting the capacity of member States to put in place legislative, policy, and institutional changes that promote gender equality and women's empowerment. The subprogramme will enhance its work on ending violence against women and support the efforts of member States to mainstream gender and development in national programmes. Partnership with the subprogramme on statistics will be strengthened to collect and collate gender statistics to determine the impact of programmes on gender equality and women's empowerment. The work of the subprogramme will also address the gender dimensions of trade and climate change.

18A.16 *Subregional activities for development.* The subprogramme on subregional activities for development will be delivered through the five subregions of Central, East, North, South and West Africa. It will strengthen the capacity of member States to formulate evidence-based plans and policies in the respective subregions through the production and dissemination of quality and timely statistics to essentially produce on a periodic basis, country profiles and risk analyses to inform policy and decision-making. This subprogramme will also promote the design and implementation of subregional development initiatives. Hence, it will be enhanced to focus on data collection, production of country risk and political profiles and special initiatives.

18A.17 *Development planning and administration.* The subprogramme on development planning and administration will be the focus for training activities to improve public sector management with particular regard to economic policy formulation, analysis, implementation, monitoring and evaluation. It will also be used to improve and strengthen national visioning and development planning in member States.

18A.18 *Social development policy.* The subprogramme on social development policy has been enhanced to mainstream human development and concerns, such as employment, population, social protection and youth issues, into regional and national policies and strategies. Activities in these vital areas will be complemented by promoting a better understanding of the delivery of social services in the context of urban planning and management. The subprogramme will undertake work on accelerating the process of achieving the goals set out in the United Nations Millennium Declaration and the outcomes of the United Nations Conference on Sustainable Development. In addition, it will undertake work in population movements, including internal and international migration, population displacements and redistribution, and their linkages to economic and social development, as well as the opportunities and challenges of urbanization.

18A.19 The modalities for implementation will include a combination of policy research to generate knowledge, advocacy and consensus-building, advisory services and technical cooperation. ECA will deliver these services through economic and social analyses and the preparation of reports to monitor and track the progress of Africa on global and regional commitments; formulation of policy recommendations, guidelines and standards to support policy dialogue; organization of policy dialogue to facilitate consensus-building and adoption of common regional positions on key issues; and providing technical assistance and capacity-building in the form of advisory services and training to disseminate best practices. The Commission will continue to ensure the high quality and impact of its outputs by strengthening its quality assurance processes.

18A.20 As part of the implementation strategy, the research and analytical work of ECA will be sharpened and will aim at producing analyses that are more policy-oriented and issue-oriented, to offer a good basis for policy dialogue among member States. The analyses will be supported by reliable statistics on African countries — a revamped area of work which will consist of selecting and gathering primary data for indicators relating to all aspects of the work of ECA to be made available to end users. This will result in the introduction of country profiles and risk analyses on the political, economic, social and environmental conditions of African countries, a new recurrent publication to be prepared by the subregional offices.

18A.21 Policy dialogue and exchange of country experiences will be strengthened in all the subprogrammes. A major objective will be to foster policy dialogue among member States through the Conference of Ministers and other conferences and seminars in order to distil policy best practices for wider replication in the region. Furthermore, new activities corresponding to issues emerging from recent global and regional conferences will be undertaken in such areas as natural resources development and management, promoting sustainable energy, green economy policies, industrialization and urbanization.

18A.22 With a view to responding to the enhanced role of the regional commissions resulting from the new mandate on the quadrennial comprehensive policy review, capacity development and technical assistance will be streamlined and will focus on the specific needs and priorities of Africa's least developed, landlocked and island developing countries, as well as countries emerging from conflict or natural disasters. A coherent strategy for identifying the needs of these countries and to determine activities responding thereto will be adopted to increase those countries' chances of graduating to middle-income status. Technical assistance will be demand-driven, results-oriented and evaluated. It will be provided for both individual countries and groups of countries. An improved strategy and mechanism will be put in place for prioritizing technical assistance for the biennium 2014-2015.

18A.23 In implementing the programme, ECA will leverage its comparative strengths to engage a wide range of partners from within and outside the United Nations system in order to maximize the impact of its work. To this end, the Commission will continue to be involved in the work of the Executive Committee on Economic and Social Affairs, as the main vehicle for ensuring policy and operational coherence in United Nations development activities, as well as enhancing collaboration with United Nations Development Group entities. ECA will also continue to build on its existing partnerships with the African Union, the African Development Bank (AfDB) and other regional organizations, as well as with African civil society and private sector organizations. In addition, ECA will strengthen its collaboration with the NEPAD Planning and Coordinating Agency, as a technical body of the African Union, to strengthen its capacity to implement its programmes within the context of the Ten-Year Capacity-Building Programme for the African Union. Inter-agency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the Regional Coordination Mechanism of United Nations agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels. In addition, it will work closely with other regional commissions to develop joint initiatives and inputs, with a view to strengthening the regional dimension in global development. At the national level, ECA will work closely with the United Nations resident coordinator system to exploit the inherent strengths of the funds and programmes at that level.

18A.24 To address gender disparities in development, the programme plan for 2014-2015 emphasizes the mainstreaming of gender into national development policies and strategies. To this end, the full implementation of the Beijing Declaration and Platform for Action will remain a major area of focus. ECA will actively promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in political, economic and social spheres. A gender perspective has also been integrated into the expected accomplishments of all nine subprogrammes.

18A.25 Other key features of the restructuring include the realignment of activities, both within and across subprogrammes, to ensure coherence and complementarities in the programme. The new programme structure is designed to promote convergence by clustering together closely related thematic issues or priorities for better synergies and effective programme delivery. Similarly, the intergovernmental machinery will be revised to ensure that the subsidiary bodies are congruent with the new programme priorities and structure. In this regard, the following intergovernmental machinery of the Commission will be maintained: (a) Conference of African Ministers of Finance, Planning and Economic Development and its Committee of Experts; (b) Intergovernmental Committee of Experts of ECA subregional offices; (c) Committee on Gender and Social Development; (d) Committee on Sustainable Development; (e) Committee on Regional Cooperation and Integration; and (f) Committee on Statistics.

18A.26 Furthermore, across all the subprogrammes, there will be fewer and more productive meetings with a sharper focus and a reduction in outputs and activities of marginal utility. Workshops will also be

streamlined and delivered through the African Institute for Economic Development and Planning, thus allowing the substantive divisions at ECA headquarters to concentrate on conducting policy research that will inform the capacity development activities. Similarly, the number of publications will be substantially reduced in the new biennium, as a number of recurrent publications and reports will be dropped and others converted to non-recurrent publications. The reduction is also a result of the decision to increase the dissemination of information to the public through electronic means for all ECA publications, including through social media.

Overview of resources

18A.27 The overall resources proposed for the biennium 2014-2015 amount to $139,266,600 before recosting, reflecting a net decrease of $5,679,600, compared with the 2012-2013 budget at revised rates. Resource changes result from four factors, namely: (a) technical adjustments relating to the removal of non-recurrent requirements in 2012-2013; (b) new or expanded mandates and intercomponent changes; (c) resource changes in line with General Assembly resolution 67/248; and (d) resource changes reflected in the report of the Secretary-General on the budget outline 2014-2015.

18A.28 The proposed resources for the biennium 2014-2015 have been realigned with the new programme structure as detailed in programme 15 of the biennial programme plan which will be before the Committee on Programme Coordination at its fifty-third session. The organization chart in annex I reflects this realignment in its totality.

18A.29 The distribution of resources is reflected in tables 18A.3 to 18A.5 below.

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Table 18A.3 Financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2010-2011 expenditure	2012-2013 resources at revised rates	Resource change: Technical adjustment (delayed impact and non-recurrent)	New mandates and inter-component changes	In line with resolution 67/248	Reflected in budget outline report	Total	Percentage	Total before recosting	Recosting	2014-2015 estimate
A. Policymaking organs	666.0	902.7	–	–	–	–	–	–	902.7	242.6	1 145.3
B. Executive direction and management	9 617.3	15 195.0	–	428.1	–	–	428.1	2.8	15 623.1	1 626.9	17 250.0
C. Programme of work											
1. Macroeconomic policy	5 046.7	8 080.5	–	–	(695.8)	–	(695.8)	(8.6)	7 384.7	534.2	7 918.9
2. Regional integration and trade	3 293.1	7 009.4	–	(402.0)	(53.7)	–	(455.7)	(6.5)	6 553.7	438.0	6 991.7
3. Innovations, technologies and management of Africa's natural resources	4 270.7	6 191.1	(1 440.4)	949.8	(68.1)	–	(558.7)	(9.0)	5 632.4	617.1	6 249.5
4. Statistics	4 126.6	9 046.7	–	–	(43.7)	–	(43.7)	(0.5)	9 003.0	625.8	9 628.8
5. Capacity development	–	2 902.9	–	–	–	–	–	–	2 902.9	230.6	3 133.5
6. Gender and women in development	2 347.7	742.9	–	–	(52.1)	–	(52.1)	(7.0)	690.8	168.2	859.0
7. Subregional activities for development	29 139.8	32 814.6	–	(87.4)	(2 233.2)	–	(2 320.6)	(7.1)	30 494.0	3 842.2	34 336.2
(a) Subregional activities in North Africa	5 396.2	6 412.0	–	(43.7)	(100.3)	–	(144.0)	(2.2)	6 268.0	794.2	7 062.2
(b) Subregional activities in West Africa	5 270.6	6 211.1	–	(43.7)	(671.5)	–	(715.2)	(11.5)	5 495.9	701.6	6 197.5

	2010-2011 expenditure	2012-2013 resources at revised rates	Resource change: Technical adjustment (delayed impact and non-recurrent)	Resource change: New mandates and inter-component changes	Resource change: In line with resolution 67/248	Resource change: Reflected in budget outline report[a]	Resource change: Total	Resource change: Percentage	Total before recosting	Recosting	2014-2015 estimate
(c) Subregional activities in Central Africa	6 358.8	6 566.7	–	–	(113.0)	–	(113.0)	(1.7)	6 453.7	907.1	7 360.8
(d) Subregional activities in East Africa	6 273.7	6 432.8	–	–	(466.9)	–	(466.9)	(7.3)	5 965.9	703.8	6 669.7
(e) Subregional activities in Southern Africa	5 840.6	7 192.0	–	–	(881.5)	–	(881.5)	(12.3)	6 310.5	735.5	7 046.0
8. Development planning and administration	905.0	2 600.0	–	–	–	–	–	–	2 600.0	–	2 600.0
9. Social development policy	2 968.0	5 609.4	–	–	–	–	–	–	5 609.4	348.2	5 957.6
Subtotal, C	**52 097.7**	**74 997.5**	**(1 440.4)**	**460.4**	**(3 146.6)**	**–**	**(4 126.6)**	**(5.5)**	**70 870.9**	**6 804.3**	**77 675.2**
D. Programme support	38 479.2	53 851.0	(11.9)	–	–	(1 969.2)	(1 981.1)	(3.7)	51 869.9	9 617.3	61 487.2
Subtotal, I	**100 860.3**	**144 946.2**	**(1 452.3)**	**888.5**	**(3 146.6)**	**(1 969.2)**	**(5 679.6)**	**(3.9)**	**139 266.6**	**18 291.1**	**157 557.7**

(2) *Extrabudgetary*

		2010-2011 expenditure	2012-2013 estimate	2014-2015 estimate
A	Policymaking organs	–	–	–
B	Executive direction and management	5 163.8	6 197.9	7 393.5
C	Programme of work	26 916.4	38 356.0	58 204.4
D	Programme support	4 389.0	7 118.7	7 166.2
	Subtotal, 2	**36 469.2**	**51 672.6**	**72 764.1**
	Total	**137 329.5**	**196 618.8**	**230 321.8**

[a] A/67/529 and Corr.1.

Table 18A.4 **Post resources**

	Established regular budget		Temporary				Total	
			Regular budget		Extrabudgetary			
Category	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015
Professional and higher								
USG	1	1	–	–	–	–	1	1
ASG	–	–	–	–	–	–	–	–
D-2	1	2	–	–	–	–	1	2
D-1	15	15	–	–	3	7	18	22
P-5	42	40	–	–	10	21	52	61
P-4/3	147	142	–	–	27	71	174	213
P-2/1	29	29	–	–	1	10	30	39
Subtotal	**235**	**229**	**–**	**–**	**41**	**109**	**276**	**338**
General Service and related								
Field Service	1	1	–	–	–	–	1	1
National Professional Officer	14	14	–	–	8	10	22	24
Subtotal	**15**	**15**	**–**	**–**	**8**	**10**	**23**	**25**
Other								
Local level	303	297	–	–	92	107	395	404
Total	**553**	**541**	**–**	**–**	**141**	**226**	**694**	**767**

Table 18A.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Policymaking organs	0.6	–	–
B. Executive direction and management	11.2	–	10.2
C. Programme of work			
1. Macroeconomic policy	5.3	–	11.2
2. Regional integration and trade	4.7	–	7.4
3. Innovations, technologies and management of Africa's natural resources	4.0	–	26.4
4. Statistics	6.5	–	8.7
5. Capacity development	2.1	–	4.7
6. Gender and women in development	0.5	–	8.1
7. Subregional activities for development	21.9	–	9.9
8. Development planning and administration	1.9	–	2.1
9. Social development policy	4.0	–	1.4
Subtotal, C	**50.9**	**–**	**80.0**
D. Programme support	37.3	–	9.8
Total	**100.0**	**–**	**100.0**

Technical adjustments

18A.30 Resource changes amounting to $1,440,400 reflect the removal of non-recurrent requirements for the implementation of activities related to the United Nations Conference on Sustainable Development in the biennium 2012-2013 and $11,900 for the removal of non-recurrent requirements under office furniture and equipment.

New mandates and intercomponent changes

18A.31 Non-recurrent resources in the amount of $888,500 have been provided for the implementation of resolution 66/288 endorsing the outcome document of the United Nations Conference on Sustainable Development entitled "The future we want".

Changes in line with General Assembly resolution 67/248

18A.32 Resource changes of $3,146,600 are proposed in line with General Assembly resolution 67/248. The primary areas of reductions in the amount of $2,738,000 and related impact are outlined in table 18A.6 below.

Table 18A.6 **Primary areas of resource changes in line with General Assembly resolution 67/248**

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
1	**Programme of work** *Subprogramme 1* Abolishments: 2 P-3 Economic Affairs Officers 1 LL Staff Assistant	**Change in funding modality initially on the regular budget** Total reduction: $611,500 The 2 P-3 Economic Affairs Officers and 1 LL Staff Assistant would be funded using extrabudgetary resources	–	–
2	**Programme of work** *Subprogramme 7* Abolishments: 1 P-5 Liaison Officer 1 P-4 Social Affairs Officer 2 P-4 Economic Affairs Officers *Subprogrammes 1, 3, 6, 7* Reductions: *Subprogramme 1* External printing *Subprogramme 3* Ad hoc expert groups *Subprogramme 6* External printing *Subprogramme 7* Ad hoc expert groups External printing	**Change in funding modality initially on the regular budget and consolidation of outputs** Total reduction: $2,126,500 The 1 P-5 Liaison Officer, 1 P-4 Social Affairs Officer, and 2 P-4 Economic Affairs Officers would be funded using extrabudgetary resources. In addition, some of the outputs will be streamlined and consolidated. For example, the subregional reports on economic and social development will form part of the Economic Report on Africa, which is under subprogramme 1, Macroeconomic policy. Parliamentary documents prepared by the subregional offices, such as reports on regional integration and subregional initiatives, will be merged to minimize duplication. Similarly, the number of non-recurrent publications and ad hoc expert group meetings will be reduced	–	–

Changes reflected in the report of the Secretary-General on the budget outline for 2014-2015

18A.33 Reductions in line with the Secretary-General's budget outline amount to $1,969,200. The primary areas of reduction in the amount of $1,770,700 are outlined in table 18A.7 below.

Table 18A.7 **Primary areas of resource changes in line with the Secretary-General's budget outline**

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
1	**Programme of work**	**Economies of scale internally through connection to the United Nations core enterprise network and externally through product acquisition**	–	–
	Reduction:			
	Supplies and materials			
	Utilities	Total reduction: $1,770,700		
	Acquisition and replacement of office automation equipment and software	ECA benefits from centrally funded information and communications technology projects through the Office of Information and Communications Technology, such as upgrades to the United Nations wide core enterprise network, the Internet protocol telephone project for Addis Ababa and all five subregional offices, and maintenance support for Cisco equipment. ECA also benefits through the procurement of supplies, office furniture and equipment in larger quantities at more competitive prices. Therefore, for 2014-2015, ECA projects maintaining its expenditures in these objects of expenditure at prices paid during 2010-2011		
	Office furniture and equipment			

Other assessed and extrabudgetary resources

18A.34 During the biennium 2014-2015, it is anticipated that extrabudgetary resources will amount to $72,764,100, reflecting an increase of $21,091,500 over the estimated $51,672,600 under the biennium 2012-2013, which represents 52 per cent of the overall requirements for ECA, which will be mobilized mostly from bilateral sources under agreements between ECA and global and regional institutions and organizations concerned with African development. In recent years, ECA has seen a surge in extrabudgetary resources, owing to increased confidence by its partners in the enhanced work of ECA in support of Africa's development and the improved management of these resources. Extrabudgetary resources will complement resources from the regular budget to finance technical cooperation activities and build the capacity of member States in a number of priority areas, such as macroeconomic policy, industrialization, development planning, trade, and natural resources contracts negotiation.

18A.35 The projected increase of $51,672,600 is mainly due to the estimated increase of 85 posts from the 141 posts estimated for the biennium 2012-2013 to 226 posts for 2014-2015, to be financed from extrabudgetary resources. The outputs in support of the proposed programme of work are described under the various subprogrammes.

Other information

18A.36 Monitoring and evaluation provide regular feedback on programme performance, help to facilitate the management and decision-making processes, and contribute to managing results. Monitoring of activities and evaluations take place at the programme, subprogramme and project levels to track implementation of outputs and progress towards the achievement of objectives and expected accomplishments. Two categories of evaluations are typically conducted and include: (a) external evaluations, which are managed and conducted by entities outside ECA, such as the Office of Internal Oversight Services; and (b) internal evaluations, undertaken by ECA.

18A.37 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation are estimated at $2,218,900, representing 146 work-months estimated at $1,399,200 for staff and $819,700 for non-post requirements. This amount consists of $1,520,000 from the regular budget and $698,900 from extrabudgetary resources.

18A.38 Resources for business continuity activities will be utilized for implementing various activities, such as: maintaining a dedicated personnel for pandemic preparedness; conducting first aid, trauma, emergency response training at ECA headquarters and subregional offices; conducting independent business continuity plan assessment and business continuity preparedness assessment at ECA subregional offices; upgrading of the disaster recovery site currently located at the United Nations Office at Nairobi; providing support and equipment (including maintenance) to critical staff, and maintaining the relevant level of supplies necessary to respond to crisis or emergency situations.

18A.39 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued in both print and electronic, as summarized in table 18A.8 below and as distributed in the output information for each subprogramme.

Table 18A.8 **Summary of publications**

	2010-2011 actual			*2012-2013 estimate*			*2014-2015 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	–	–	24	–	–	34	–	–	47
Non-recurrent	–	–	78	–	–	65	–	–	61
Total	**–**	**–**	**102**	**–**	**–**	**99**	**–**	**–**	**108**

18A.40 Inter-agency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the Regional Coordination Mechanism of United Nations agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels. In addition, it will work closely with other regional commissions to develop joint initiatives and inputs, with a view to strengthening the regional dimension in global development. At the national level, ECA will work closely with the United Nations resident coordinator system to exploit the inherent strengths of the funds and programmes at that level.

A. Policymaking organs

Resource requirements (before recosting): $902,700

18A.41 The institutional changes and restructuring at ECA also involved a review of the Commission's intergovernmental machinery to align it with the new programme orientation. The changes resulted in the elimination of overlapping bodies, merging of closely related bodies and creation of new organs. These changes will lead to a more streamlined, cost-effective and coherent intergovernmental structure, closely aligned with the structure of the African Union and characterized by well planned and better prepared meetings. Following the restructuring, the intergovernmental machinery of the Commission should consist of the following bodies:

1. Organs dealing with overall development issues

Conference of African Ministers of Finance, Planning and Economic Development and its Committee of Experts

18A.42 The Conference of African Ministers of Finance, Planning and Economic Development provides legislative mandate and policy guidance to the work of the Commission, considers and endorses the work programme of the ECA secretariat, serves as a forum for articulating the position of Africa on development issues on the agenda of the United Nations, and decides on the recommendations of its subsidiary bodies and of the Executive Secretary. The Conference meets on an annual basis. Since 2008, the annual session of the Conference has been organized jointly with the African Union Conference of African Ministers of Economy and Finance to achieve greater coherence in articulating Africa's position on key development issues.

18A.43 The Committee of Experts meets prior to the Conference and provides technical support to it. The Bureau of the Commission includes a representative from each of the five subregions of the continent, namely, North Africa, East Africa, Southern Africa, West Africa and Central Africa. It consists of a chairperson, three vice-chairpersons and a rapporteur elected on a subregional basis.

Intergovernmental Committees of Experts of ECA subregional offices

18A.44 The five Intergovernmental Committees of Experts of the five subregional ECA offices meet annually prior to and report to the Conference of African Ministers of Finance, Planning and Economic Development through the Committee of Experts. They oversee the overall formulation and implementation of the programme of work and priorities of the respective subregional offices, make recommendations on issues concerning economic and social development in their respective subregions, as well as on the promotion and strengthening of subregional economic cooperation and integration. Whenever the need arises, meetings are held back-to-back with major ministerial conferences of the regional economic communities, in order to provide a platform for subregional ministerial caucuses to discuss specific subregional development challenges. The outcomes of such meetings are brought to the attention of the Conference of African Ministers of Finance, Planning and Economic Development.

2. Functional and sectoral subsidiary organs of the Commission

Committee on Gender and Social Development

18A.45 The role of the Committee on Social Development, as an advisory forum of experts and policymakers, is to provide guidance to the Commission in its work of promoting equitable and inclusive human and social development in Africa, with particular focus on gender, employment, population and youth development, social protection and urbanization. The Committee reviews follow-up activities pertaining to global conferences and regional action programmes in the areas

of social development, including the global and regional platforms for action on the advancement of women. It also reviews major trends and issues of regional interest regarding human and social development. The Committee meets biennially.

Committee on Sustainable Development

18A.46 The Committee serves as a forum of experts that provides advice to the Commission in integrating the economic, social and environmental dimensions of sustainable development in line with the outcome of the United Nations Conference on Sustainable Development. In this regard, the Committee will provide guidance to the work of ECA in the interlinked areas of food security, agriculture, land, climate change, including green economy policies and natural resources development and management. In response to the mandate from the Conference on promoting a balanced integration of the three dimensions of sustainable development, the members of the Committee will comprise experts and policymakers representing the three constituencies: economic, social and environment. The Committee meets on a biennial basis. The outcomes of its meeting will feed into the Africa regional implementation meeting, which has been upgraded to a high-level political forum on sustainable development at the regional level.

Committee on Regional Cooperation and Integration

18A.47 The Committee promotes the implementation of measures designed to strengthen economic cooperation and integration among African countries. It coordinates and harmonizes policies and programmes among African countries as a prerequisite for accelerating regional economic integration, with particular focus on critical sectors such as trade and investment policy, as well as infrastructure and industrialization. It comprises experts in the field of trade and integration drawn from Governments and the private sector. It meets on a biennial basis.

Committee on Statistics

18A.48 The Committee, composed of experts and policymakers in the field of statistics, is responsible for providing strategic direction to the work of the Commission on statistics and statistical development in Africa, covering all the relevant fields of statistics. The members of the Committee include experts from such fields as statistics, planning, information and communications technology, including geo-information. The Committee meets on a biennial basis.

18A.49 With the exception of the Commission, which meets in a six-day annual session, all intergovernmental organs of the Commission will meet for a duration ranging from three to five days.

18A.50 The distribution of resources for policymaking organs is reflected in table 18A.9 below.

Table 18A.9 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Non-post	902.7	902.7	–	–
Total	**902.7**	**902.7**	–	–

18A.51 The resource requirements in the amount of $902,700 provide for temporary assistance for meetings, overtime, communications and supplies and materials required for servicing the session of the Commissions and its subsidiary bodies.

B. Executive direction and management

Resource requirements (before recosting): $15,623,100

18A.52 Executive direction and management comprises the Office of the Executive Secretary, the Strategic Planning and Operational Quality Division, the Public Information and Knowledge Management Division, Business Continuity, and the Office of Partnership.

18A.53 The Office of the Executive Secretary provides overall strategic direction and leadership for the efficient management and effective implementation of the ECA programme of work, while ensuring the optimal use of resources. The Executive Secretary and the two Deputy Executive Secretaries work together to provide strategic direction, policy guidance and leadership to the formulation of regional strategies and programmes aimed at translating Africa's return to the path of growth over the past decade into a comprehensive project of transformative development agenda, in line with the priorities of NEPAD, the Millennium Development Goals, and other regional and international development commitments.

18A.54 The Office maintains and manages effective partnerships and collaboration with major African continental organizations in particular, the African Union Commission and AfDB, the regional economic communities as well as other key stakeholders in order to promote synergies in policies and activities on major regional development issues and concerns for Africa. It fosters African ownership and consensus-building on emerging and urgent development policy issues facing the continent, and promotes policy advocacy on Africa in the international community. The Office promotes the effective coordination of the role of the United Nations in Africa by maintaining regular consultations with organizations of the United Nations system working in Africa to promote concerted action on United Nations-system activities including the annual session of the Regional Coordination Mechanism in the region. It also strengthens collaboration with the other regional commissions with a view to sharing experiences, and coordinating and harmonizing actions on issues of mutual and collective interest.

18A.55 Furthermore, the Office will introduce a new initiative — the senior research fellowship scheme — the primary objective of which is to establish and promote an interface between the work of the Commission and policymakers and academics working in the same areas. The programme will develop a network of fellows whose work will contribute to ECA knowledge management activities as material and inputs for policy analysis and decision-making.

18A.56 The Office of the Executive Secretary also provides policy direction to the organization of the annual session of the Commission and ensures effective implementation of action emanating from resolutions and decisions of the Commission, the Economic and Social Council and other intergovernmental organizations. It provides policy guidance to the five ECA subregional offices and the African Institute for Economic Development Planning to ensure that they are responsive to the needs of member States and their major intergovernmental institutions, including the regional economic communities. In addition, it ensures that there are effective synergies between them and ECA substantive divisions at headquarters to deliver as one.

18A.57 The Office also oversees and coordinates the Commission's contribution to the effective functioning of the tripartite joint secretariat partnership between ECA, AfDB and the African Union Commission under the aegis of the tripartite Joint Secretariat Support Office. Through the Joint Secretariat, the Office works closely with its leading regional institutional partners on the implementation of a number of special initiatives, such as the African Development Forum, the Coalition for Dialogue on Africa, the Strategic Partners Forum, the mutual accountability process, and the high-level policy forums designed to reinforce the work of the Commission and thus provide further impetus to Africa's development agenda. At the same time, the Office assists in

servicing the meetings of the Joint Secretariat and its related working groups, and enhancing liaison and processes of institutional cooperation, as well as the monitoring of progress being made in implementation of the Joint Secretariat programmes and special initiatives.

18A.58 The Office also plays a critical leadership and oversight role in terms of ECA support to the African Peer Review Mechanism and the overall NEPAD process. It leads the resource mobilization efforts of the Commission in the context of the ECA partnership agenda, and ensures that resources mobilized are put to effective use to advance the development of Africa.

18A.59 The Strategic Planning and Operational Quality Division includes the Programme Planning and Budgeting Section, the Evaluation Section and the Operational Quality Section. The Division supports and advises the Executive Secretary on the overall strategic direction and priorities in the areas of programme planning, budgeting, monitoring and evaluation and operational quality assurances, including reporting on the implementation of all ECA programmes within a results-oriented framework to ensure organizational effectiveness.

18A.60 The Budget Unit was moved from programme support to executive direction and management to work together with programme planning under the new Programme Planning and Budgeting Section. The section was established to provide better synergy and coordination in terms of planning and preparation of an integrated programme of work of ECA, including preparation of the biennial programme plan and programme budget.

18A.61 The Public Information and Knowledge Management Division comprises the External Communications and Media Relations Section. The Publications and Documentations Section, Information Technology and Umoja Support Section, and Library and Knowledge Services Section are budgeted under programme support but report directly to the Public Information and Knowledge Management Division. The Division brings together the related strategies for public information, communication, information technology, library services and knowledge management, which will address key areas of the building blocks for policy research and knowledge delivery.

18A.62 The Office for Partnerships coordinates the ECA partnerships and technical cooperation programme. It also manages technical cooperation projects and funds, builds and maintains partnerships between ECA and its development partners and mobilizes extrabudgetary resources, and provides guidance and support to the substantive divisions and subregional offices in developing higher quality demand-driven technical cooperation projects that are clearly linked with the Commission's normative and analytical work and that clearly feed into the achievement of the Commission's expected accomplishments and handles project appraisal, monitoring and evaluation of technical cooperation projects.

18A.63 The business continuity activity at ECA ensures continuity of the Commission's critical operations at all times, including when faced with such risks as threat of a pandemic, the localized sudden onset of a disaster, technological failures or military or terrorist-related incidents.

Table 18A.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure effective implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work and resources thereto are effectively coordinated, managed, evaluated and quality assured	(a) (i) Timely delivery of outputs *Performance measures* 2010-2011: 96 per cent Estimate 2012-2013: 98 per cent Target 2014-2015: 100 per cent (ii) Efficient and effective utilization of resources *Performance measures* 2010-2011: 100 per cent of budget delivery Estimate 2012-2013: 100 per cent of budget delivery Target 2014-2015: 100 per cent of budget delivery (iii) Effective external reviews of the strategic relevance of key ECA products and services, including flagship publications *Performance measures* 2010-2011: not applicable Estimate 2012-2013: not applicable Target 2014-2015: 100 per cent quality review of major ECA publications
(b) Increased timeliness of submission of documentation	(b) Increased percentage of pre-session documents submitted in accordance with the required deadline *Performance measures* 2010-2011: 90 per cent Estimate 2012-2013: 93 per cent Target 2014-2015: 95 per cent

(c) Identification of emerging issues that require attention by member States	(c) Percentage of emerging issues identified by ECA for recommendations made by intergovernmental bodies *Performance measures* 2010-2011: 90 per cent Estimate 2012-2013: 90 per cent Target 2014-2015: 90 per cent
(d) Enhanced policy coherence in the management of the economic and social activities of the United Nations	(d) Number of joint programmes implemented by the Regional Coordination Mechanism clusters in support of NEPAD programmes at the regional level *Performance measures* 2010-2011: 14 joint programmes implemented Estimate 2012-2013: 20 joint programmes implemented Target 2014-2015: 25 joint programmes implemented
(e) Enhanced communication, advocacy and promotion of ECA knowledge products through strategic communication, information, marketing and advocacy	(e) (i) Increased coverage of ECA activities on radio, television and online media, including social media platforms *Performance measures* 2010-2011: 600 media articles Estimate 2012-2013: 800 media articles Target 2014-2015: 1,000 media articles and a constituency of 1,000 followers on Twitter and Facebook (ii) Increased usage of ECA public information products *Performance measures* 2010-2011: 17,293,722 web pages (visits and downloads) Estimate 2012-2013: 20,550,000 (visits and downloads) Target 2014-2015: 22,500,000 (visits and downloads); 1,000 Twitter followers and Facebook users

(f) Enhanced information and communications technology business enabler and partner to provide stable, secure, reliable, redundant and cost-effective access to ECA information and communications technology and knowledge resources, for all staff members and key stakeholders	(f) Successful development and implementation of the information and communications technology strategy *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 40 per cent of all information and communications technology projects are implemented Target 2014-2015: 80 per cent of all information and communications technology projects are implemented
(g) Improved quality and consistency of the Commission's documents and publications, while reducing carbon emission	(g) (i) Harmonized design of the Commission's publications *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 75 per cent of ECA publications conform to the harmonized design Target 2014-2015: 100 per cent of ECA publications conform to the harmonized design (ii) Reduction in utilization of recycled paper *Performance measures* 2010-2011: 25,000 reams of recycled paper (equal to 1,246 trees) Estimate 2012-2013: 22,532 reams of recycled paper (equal to 1,123 trees) Target 2014-2015: 20,064 reams of recycled paper (equal to 1,000 trees)
(h) Build new, and strengthen existing, partnerships and broaden the extrabudgetary ECA resource base	(h) Strong partnerships and increased availability of predictable and long-term extrabudgetary resources

	Performance measures
	2010-2011: $36,469,200 in extrabudgetary resources
	Estimate 2012-2013: $52,000,000 in extrabudgetary resources
	Target 2014-2015: $73,000,000 in extrabudgetary resources

External factors

18A.64 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the stakeholders will fulfil their responsibilities and obligations.

Outputs

18A.65 During the biennium 2014-2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget): ECA Conference of African Ministers of Finance, Planning and Economic Development:

(i) Substantive servicing of meetings: forty-seventh and forty-eighth sessions of the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts (8);

(ii) Parliamentary documentation: annual report on ECA (2); ECA programme performance report for the biennium 2014-2015 (1); ECA proposed programme budget for the biennium 2016-2017 (1); ECA proposed strategic framework for the biennium 2016-2017 (1); issue papers (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: ECA Business Plan 2016-2018 (1); ECA Technical Cooperation Report (2013 report in 2014 and the 2014 report in 2015);

(ii) Non-recurrent publications: topical emerging economic and social issues (2); annual report on assuring quality at ECA (2);

(iii) Exhibits, guided tours, lectures: exhibits, including through large-screen interfaces, communications, advocacy and marketing in support of major events, briefings and presentations of ECA flagship and major publications to key stakeholders and the media (1);

(iv) Booklets, pamphlets, fact sheets, wallcharts, information kits: ECA partners profile; strategic policy papers on key emerging issues; production of regular public information materials for internal and external users (1); preparation and publication of speeches, syndicated opinion-editorials, commentaries, articles delivered by the Executive Secretary (1); and handbook on quality assurance of analytical products and services (1);

(v) Press releases, press conferences: organization of press conferences and webcast online media events of the Executive Secretary and other senior ECA officials and visiting United Nations officials (1); press releases in English and French on ECA meetings and activities and on information received from the Department of Public Information, other United Nations offices and specialized agencies (1);

(vi) Special events: ninth African Development Forum (1); partners forums, United Nations Pledging Conference (1); United Nations Day and other observances (1);

(vii) Technical materials: databank of research findings as knowledge resource and inputs for policy analysis and decision-making; provision of corporate services for the development, updating and maintenance of the ECA internal and external websites in English and French; production of CDs, USB flash disks and other media storage of all major reports and events (1);

(viii) Audiovisual resources: electronic, audio and video issuances, including production of recorded interviews, podcasts, dispatches, documentaries and feature packages for use in radio and television programmes and social media outlets, webcast in English, Arabic or French related to ECA flagships and major thematic outputs and conferences (1);

(ix) Contribution to joint outputs: issues-based capacity-building/development programme of African communicators, in collaboration with the African Union Commission, including media practitioners, in reporting on NEPAD, ECA and African Union Commission policy positions on Africa's transformative development agenda (1);

(c) Technical cooperation (extrabudgetary): fellowships and grants: fellows/visiting scholars/interns to support the senior research fellowship scheme initiative to establish and promote an institutionalized research enterprise and culture (1);

(d) Conference services, administration, oversight (regular budget/extrabudgetary):

(i) Internal oversight services: evaluation of managerial, operational and policy issues (1);

(ii) Quality reviews: organization of quality assessments of selected ECA products and services (6);

(iii) Evaluations: evaluation of the Joint Financial Arrangement support 2013-2015 (1); organization of thematic, projects and programme-wide evaluations and self-evaluations (6);

(iv) Management reviews: servicing of periodic programme performance and management review meetings, including preparation of programme performance reports at the subprogramme level; joint financial arrangement project review forums (4); quality hearings and annual report on quality at ECA (6).

18A.66 The distribution of resources for executive direction and management is reflected in table 18A.11 below.

Table 18A.11 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	11 816.8	12 306.2	51	52
Non-post	3 378.2	3 316.9	–	–
Subtotal	**15 195.0**	**15 623.1**	**51**	**52**
B. Extrabudgetary	6 197.9	7 393.5	24	24
Total	**21 392.9**	**23 016.6**	**75**	**76**

18A.67 The resource requirements under posts, estimated at $12,306,200 and reflecting an increase of $489,400, would provide for 52 posts (1 Under-Secretary-General, 2 D-2, 3 D-1, 7 P-5, 8 P-4, 10 P-3, 1 National Professional Officer and 20 Local level). The increase is due to the proposed establishment of one D-2 post of Deputy Executive Secretary, to address the Commission's flat senior management structure which hinders active participation in the decision-making process both at the internal level of the Secretariat and at the level of the intergovernmental machinery of the United Nations. In particular, there are 16 D-1 posts in ECA that report directly to the Under-Secretary-General, which results in management bottlenecks that impede a more effective and optimal implementation of the work programme and the further strengthening of the high-end dialogue with member States. In addition, the Deputy Executive Secretary will be in charge of the policy research section of the organization, which includes subprogramme 1, Macroeconomic policy, subprogramme 2, Regional integration and trade, subprogramme 3, Innovations, technologies and management of Africa's natural resources, subprogramme 4, Statistics, subprogramme 6, Gender and women in development, and subprogramme 9, Social development policy.

18A.68 The amount of $3,316,900, reflecting a decrease of $61,300, would provide for non-post requirements, under other staff costs, consultants, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The decrease is due to reduced requirements for business continuity.

18A.69 The estimated extrabudgetary resources of $7,393,500, which provide for 24 posts (1 D-1, 2 P-4, 4 P-3, 2 P-2, 3 National Professional Officer and 12 Local level), will contribute towards the provision of support services to substantive projects and programmes in the areas of conceptualization, formulation, monitoring and evaluation and preparation of periodic progress reports on the implementation of projects. They will contribute towards the achievement of the expected accomplishments and the delivery of planned outputs under executive direction and management.

C. Programme of work

18A.70 The distribution of resources by subprogramme is reflected in table 18A.12 below.

Table 18A.12 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2012-2013	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
1. Macroeconomic policy	8 080.5	7 384.7	31	28
2. Regional integration and trade	7 009.4	6 553.7	29	27
3. Innovations, technologies and management of Africa's natural resources	6 191.1	5 632.4	20	19
4. Statistics	9 046.7	9 003.0	39	38
5. Capacity development	2 902.9	2 902.9	10	10
6. Gender and women in development	742.9	690.8	2	2

	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015 (before recosting)	2012-2013	2014-2015
7. Subregional activities for development				
(a) Subregional activities in North Africa	6 412.0	6 268.0	22	21
(b) Subregional activities in West Africa	6 211.1	5 495.9	21	19
(c) Subregional activities in Central Africa	6 566.7	6 453.7	21	21
(d) Subregional activities in East Africa	6 432.8	5 965.9	22	21
(e) Subregional activities in Southern Africa	7 192.0	6 310.5	25	23
8 Development planning and administration	2 600.0	2 600.0	–	–
9. Social development policy	5 609.4	5 609.4	22	22
Subtotal	**74 997.5**	**70 870.9**	**264**	**251**
B. Extrabudgetary	38 356.0	58 204.4	48	132
Total	**113 353.5**	**129 075.3**	**312**	**383**

Subprogramme 1
Macroeconomic policy

Resource requirements (before recosting): $7,384,700

18A.71 Substantive responsibility for this subprogramme is vested in the Macroeconomic Policy Division. The main strategic focus of the subprogramme will be to accelerate the transformation of African countries from low to middle-income status. An important element in this strategy is to engage in applied research to develop policy recommendations to support member States in the design of appropriate macroeconomic policies and programmes to achieve high-level, inclusive and environmentally sustainable growth, create employment opportunities and accelerate the process of poverty reduction and overall economic development within a framework of good governance and stability.

Table 18A.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote policies, strategies and programmes for sustainable growth and economic development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of member States to design sound economic policies and national development strategies and plans	(a) Increased number of countries using ECA economic forecasting models in macroeconomic management and national development plans *Performance measures* 2010-2011: not applicable Estimate 2012-2013: not applicable Target 2014-2015: 10 countries

(b) Increased capacity of member States to promote private sector development and mobilize domestic and external resources for development	(b) (i) Increased number of member States that have developed mechanisms for increased mobilization of domestic and/or external resources as a result of ECA research and advocacy work *Performance measures* 2010-2011: not applicable Estimate 2012-2013: not applicable Target 2014-2015: 10 member States (ii) Increased number of member States using ECA research and advocacy work to promote private sector development *Performance measures* 2010-2011: not applicable Estimate 2012-2013: not applicable Target 2014-2015: 10 member States
(c) Enhanced capacity of member States to adopt good economic governance practices and standards as well as efficient, transparent and accountable public sector practices	(c) (i) Increased number of African countries using ECA research and advocacy work in improving good economic governance practices, policies or standards *Performance measures* 2010-2011: 12 countries Estimate 2012-2013: 18 countries Target 2014-2015: 24 countries (ii) Increased number of member States adopting instruments or mechanisms to strengthen transparency and accountability in their operations and public services delivery *Performance measures* 2010-2011: 15 member States Estimate 2012-2013: 18 member States Target 2014-2015: 22 member States

External factors

18A.72 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national policymakers are supportive of the Commission's efforts and are fully on board for the incorporation of macroeconomic policies in their national development plans; (b) the global macroeconomic and political environment will not deteriorate; and (c) national Governments are willing to steadily pursue institutional and policy reforms, as well as establish the enabling environment for other stakeholders to contribute effectively to the development and governance processes.

Outputs

18A.73 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Parliamentary documentation: reports to the Conference of African Ministers of Finance, Planning and Economic Development on recent economic and social developments in Africa (2);

(ii) Ad hoc expert groups: external peer review of the Economic Report on Africa (2); strategies for mobilizing resources and investment (1); mutual Review of Development Effectiveness in Africa Technical Consultative Meeting (1); external peer review of the Millennium Development Goals report (2); review of the African Governance Report: promoting economic governance in Africa (1); enhancing private sector development;

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: Economic Report on Africa (2); Assessing progress towards the Millennium Development Goals in Africa (2);

(ii) Non-recurrent publications: policies for economic transformation (1); strategies for mobilization of resources and investment (1); corruption in public procurement in Africa (1); corruption and local governance in Africa (1); mutual review of development effectiveness (2); African Governance Report: promoting economic governance in Africa (1); and enhancing private sector development in African countries (1);

(iii) Technical materials: policy briefs on emerging issues and challenges of relevance to Africa's growth and development (6); occasional papers on emerging issues (2);

(iv) Contribution to joint outputs and substantive servicing of inter-agency meetings: contribution to the World Economic Situation and Prospects (2); mutual review of development effectiveness (2); input to African Economic Outlook (2); report of the Secretary-General on least developed countries (1);

(v) Special events: region-wide and international launch of the Economic Report on Africa (10); Congress of African Economists (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Fellowships and grants: visiting scholars, fellows and interns to enhance capacity in development issues and policy analysis (4);

(ii) Field projects: strengthening subject matter expert network and business linkages in selected subregions (1); strengthening policymaking capacity for achieving the Millennium Development Goals in Africa and contribute to the formulation of the post-2015 development agenda (1).

18A.74 The distribution of resources for subprogramme 1 is reflected in table 18A.14 below.

Table 18A.14 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	7 058.0	6 446.5	31	28
Non-post	1 022 5	938 2	–	–
Subtotal	**8 080.5**	**7 384.7**	**31**	**28**
B Extrabudgetary	4 729 7	8 145.7	–	10
Total	**12 810.2**	**15 530.4**	**31**	**38**

18A.75 The resource requirements under posts, estimated at $6,446,500 and reflecting a decrease of $611,500, will provide for 28 posts (1 D-1, 4 P-5, 6 P-4, 5 P-3, 2 P-2 and 10 Local level). The decrease relates to the abolishment of two P-3 posts and one Local level post, in line with General Assembly resolution 67/248, as reflected in table 18A.6, item 1, of the present report.

18A.76 The amount of $938,200, reflecting a decrease of $84,300 for external printing, provides for non-post requirements under other staff costs, consultants, experts, travel of staff and contractual services. The decrease under external printing is in line with General Assembly resolution 67/248, as reflected in table 18A.6, item 2, of the present report.

18A.77 The estimated extrabudgetary resources of $8,145,700, including post resources for 10 posts (3 P-4, 3 P-3 and 4 Local level), will contribute towards the achievement of the expected accomplishments and the delivery of planned outputs under this subprogramme.

Subprogramme 2
Regional integration and trade

Resource requirements (before recosting): $6,553,700

18A.78 Substantive responsibility for this subprogramme is vested in the Regional Integration and Trade Division. The subprogramme will focus on: (a) undertaking research in trade, with a view to producing policy guidelines and options for Africa for international, regional and bilateral trade for Africa in the context of multilateral, North-South, and South-South relations, including the Doha Development Agenda and economic partnership agreements; the subprogramme will develop toolkits and research-based guidelines targeted at promoting intra-African trade, in line with the member States' Action Plan for Boosting Intra-African Trade and the Continental Free Trade Area; (b) conducting analytical work in support of member States to implement the Action Plan for the Accelerated Industrial Development of Africa and the Programme for Infrastructure Development in Africa, especially in the areas of trade and transport facilitation, clean and renewable energy, energy efficiency and financing energy infrastructure; (c) undertaking research and analytical work to support member States in the formulation and design of investment policies relevant for sustainable growth; and (d) undertaking research and analytical work on food security and land policies to support member States in their efforts to embark on the structural transformation of agriculture and rural economies within a perspective of regional cooperation and integration.

Table 18A.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote effective regional cooperation and integration among member States, including regional approaches to tackling the challenges of trade, industry, agriculture and land

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional economic communities to develop and implement policies and programmes in the areas of intra-African trade and international trade and negotiations in support of regional integration	(a) (i) Increased number of countries and regional economic communities developing or implementing policies or programmes in the context of free-trade areas or customs unions between and across the regional economic communities *Performance measures* 2010-2011: 10 countries; 1 regional economic community Estimate 2012-2013: 18 countries; 2 regional economic communities Target 2014-2015: 26 countries; 3 regional economic communities (ii) Increased number of common positions adopted or implemented by the member States, with ECA assistance, in the area of international trade or trade negotiations *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 10 member States Target 2014-2015: 15 member States
(b) Improved capacity at the national, subregional and regional levels for designing and implementing effective policies and programmes in the areas of food security, agriculture and land management	(b) (i) Increased number of member States and regional economic communities designing or implementing policies or programmes aimed at achieving agriculture development and food security

	Performance measures 2010-2011: 4 countries; 1 regional economic community Estimate 2012-2013: 5 countries; 2 regional economic communities Target 2014-2015: 6 countries; 5 regional economic communities (ii) Increased number of member States and regional economic communities designing or implementing policies or programmes addressing land management issues as a result of the work of the subprogramme *Performance measures* 2010-2011: 10 countries; 0 regional economic communities Estimate 2012-2013: 12 countries; 1 regional economic community Target 2014-2015: 15 countries; 2 regional economic communities
(c) Enhanced capacity of member States and regional economic communities to develop policies and programmes in the areas of industrialization, infrastructure, energy and investment	(c) Increased number of countries and regional economic communities developing policies or programmes in the areas of industrialization, infrastructure, energy or investment, as a result of ECA research and advocacy work *Performance measures* 2010-2011: 6 countries; 0 regional economic communities Estimate 2012-2013: 8 countries; 1 regional economic community Target 2014-2015: 11 countries; 2 regional economic communities

External factors

18A.79 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is willingness and readiness on the part of the regional economic communities and member States to implement recommendations arising out of the subprogramme's analytical studies and publications; (b) member States and national and regional policymakers continue to support the Commission's efforts at mainstreaming regional integration, trade, infrastructure and food security and land policies in their national and regional policies; and

(c) member States and development partners will remain committed to the core principles and priorities of the outcomes of major summits and conferences on food security and sustainable development.

Outputs

18A.80 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Ninth session of the Committee on Regional Cooperation and Integration (1);

(ii) Parliamentary documentation: report to the Committee on Regional Cooperation and Integration entitled "Report on developments in Africa's regional integration, infrastructure and trade" (1); report on the status of food security in Africa (1); report on the development and promotion of strategic agricultural commodity value chains for food security and sustainable development in Africa (1); report on progress made in land policy formulation and implementation in Africa (1); report on the investment agreements landscape in Africa (1);

(iii) Ad hoc expert groups: seventh review of assessing regional integration in Africa (1); localization of renewable energy and energy efficient technologies in Africa (1); review of production systems of strategic food and agricultural commodities in Africa (1); investment policies and the bilateral investment treaties landscape in Africa: implications for regional integration (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Non-recurrent publications: seventh review of assessing regional integration in Africa (1 in 2015); review of industrial policies and strategies (1); investigating tariff and non-tariff barrier structures at the regional level (1); study on the strategies to localize renewable and energy efficiency technologies in Africa (1); production systems of strategic food and agricultural commodities in Africa (1); report on promoting effective land administration and governance systems (1); review of investment policies and the bilateral investment treaties landscape in Africa: implications for regional integration (1);

(ii) Contribution to joint outputs and substantive servicing of inter-agency meetings: contribution to the 10-year review of the Almaty Programme of Action (1); report to the African Union summit on the implementation of the African Union Declaration on land issues and challenges in Africa (1);

(iii) Technical materials: booklets, fact sheets, wallcharts, information kits: maintenance of the Observatory on Regional Integration in Africa (2); development of policy guidelines, policy briefs and toolkits on regional integration, infrastructure and trade (2); training materials on land management-related topics (6);

(iv) Special event: conference on land policy in Africa (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Fellowships and grants: visiting scholars, fellows and interns to support the work of the subprogramme in the areas of trade, food security, agriculture, land, industrialization, infrastructure, energy and investment (6);

(ii) Field projects: building the capacity of member States and regional economic communities to increase Africa's share of international trade (through the African Trade Policy Centre) and to effectively engage in multilateral trade negotiations for improved

market access (2); strengthening capacity of member States, and regional and subregional organizations for land policy formulation and implementation in Africa through the joint African Union-ECA-AfDB Land Policy Initiative (2); and African Transport Policy and Programme (2).

18A.81 The distribution of resources for subprogramme 2 is reflected in table 18A.16 below.

Table 18A.16 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	6 323.4	5 877.7	29	27
Non-post	686.0	676.0	–	–
Subtotal	**7 009.4**	**6 553.7**	**29**	**27**
B. Extrabudgetary	6 519.8	5 405.8	7	15
Total	**13 529.2**	**11 959.5**	**36**	**42**

18A.82 The resource requirements of $5,877,700, reflecting a decrease of $445,700, would provide for the continuation of 27 posts (1 D-1, 3 P-5, 4 P-4, 6 P-3, 3 P-2 and 10 Local level). The decrease is due to the abolishment of one P-5 post to partially offset the establishment of one D-2 post of Deputy Executive Secretary, under executive direction and management; and (b) the abolishment of one Local level post, in line with General Assembly resolution 67/248.

18A.83 Non-post requirements estimated at $676,000, reflecting a decrease of $10,000, will provide for other staff costs, consultants and experts, travel of staff and contractual services. The decrease under travel of staff to meetings ($10,000) is in line with General Assembly resolution 67/248.

18A.84 The estimated extrabudgetary resources of $5,405,800 will provide for 15 posts (1 D-1, 2 P-5, 4 P-4, 3 P-3 and 5 Local level) and will contribute towards the effective achievements of expected accomplishments and the delivery of programmed outputs for this subprogramme.

Subprogramme 3
Innovations, technologies and management of Africa's natural resources

Resource requirements (before recosting): $5,632,400

18A.85 Substantive responsibility for this subprogramme is vested in the Special Initiatives Division. The subprogramme will focus on (a) research, policy development and analytical work to support member States to promote the use of social, economic and environmental innovations and technological systems as engines of economic growth; (b) research and analytical work on mineral resources and development in the context of the African Mining Vision; (c) producing policy papers that will support the efforts of African countries in moving towards a green economy, as well as assess the impact of using green technologies on development; and (d) support member States in addressing challenges of climate change in key sectors, and putting in place appropriate plans and mechanisms to reflect national development priorities, policies, strategies and programmes.

Table 18A.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote the adoption and implementation of new initiatives in the areas of natural resources management, climate change and new technologies in view of supporting the advancement of economic and social development in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional economic communities to nurture and harness new technologies and innovations for development	(a) (i) Increased number of national, subregional and regional initiatives harnessing new technologies and innovations for development as a result of ECA research and advocacy work *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 15 initiatives Target 2014-2015: 20 initiatives (ii) Increased number of institutions and networks of innovators and inventors supported by member States and regional economic communities as a result of ECA research and advocacy work *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 2 institutions Target 2014-2015: 5 institutions
(b) Enhanced capacity of member States to formulate and implement policy reforms to achieve a green transformation and realize fuller benefits from critical sectors, including the mineral sector	(b) (i) Increased number of countries that have formulated or implemented policy reforms to achieve a green transformation and realize fuller benefits from critical sectors as a result of ECA research and advocacy work *Performance measures* 2010-2011: not applicable Estimate 2012-2013: not applicable Target 2014-2015: 2 countries (ii) Increased number of countries adopting policies or regulatory frameworks for the management of mineral resources in line with the Africa Mining Vision

	Performance measures 2010-2011: not applicable Estimate 2012-2013: not applicable Target 2014-2015: 5 countries
(c) Improved capacity of member States and intergovernmental bodies to plan for climate change in development policies, strategies and programmes	(c) Increased number of member States that have factored climate change into development frameworks and policies using ECA research and advisory work *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 10 member States Target 2014-2015: 15 member States

External factors

18A.86 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Governments' development policies continue to include information and communications technology, science and technology as a priority; (b) Governments will prioritize budget allocation for identified activities in information and communications technology, geoinformation and science, technology, and innovation for development; and (c) partners will continue their support to the African Mineral Development Centre and the African Climate Policy Centre.

Outputs

18A.87 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: Africa Regional Meeting/Forum for the High-level Political Forum on Sustainable Development (1); ninth session of the Committee on Sustainable Development (1);

(ii) Parliamentary documentation: report to the Africa Regional Meeting/Forum for the High-level Political Forum on Sustainable Development (1); report to the Committee on Sustainable Development (1);

(iii) Ad hoc expert groups: review of the Sustainable Development Report on Africa (1); review of the report on innovation and knowledge trends in national development policy implementation (1); review of the report on green economy policies in Africa (1); review of the report on developing a Framework for mineral beneficiation in Africa (1); review of report on technology development, transfer and deployment for sustainable development in Africa (1); review of the report on best practices in science, technology and innovation (1); means of implementation for sustainable development in Africa (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Non-recurrent publications: Sustainable Development Report on Africa (1); climate change and development in Africa; conference report (2); innovation and knowledge trends in national development policy implementation (1); green economy policies in Africa (1); development of a Framework for mineral beneficiation in Africa (1); report on technology development, transfer and deployment for sustainable development in Africa (1); best practices in science, technology and innovation (1); means of implementation for sustainable development in Africa (1);

(ii) Technical materials: policy brief on means of implementation for sustainable development in Africa (1);

(iii) Contribution to joint outputs and substantive servicing of inter-agency meetings: contribution to the implementation of the African mining vision (1); regional report on sustainable development goals (1); subregional reports on sustainable development goals (5);

(iv) Special events: Conference on Climate Change and Development in Africa (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Fellowships and grants: visiting scholars, fellows and interns to enhance capacity in development issues and policy analysis (4); fellowships on ECA work on climate change and development in Africa (15);

(ii) Field projects: Africa Minerals Development Centre (2); strengthening the capacity of member States and regional and subregional entities to develop and implement policies and programmes on climate change and development through the African Climate Policy Centre (2); promoting science, innovation and technology in Africa (1).

18A.88 The distribution of resources for subprogramme 3 is reflected in table 18A.18 below.

Table 18A.18 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	4 062.7	4 019.0	20	19
Non-post	2 128 4	1 613 4		
Subtotal	**6 191.1**	**5 632.4**	**20**	**19**
B. Extrabudgetary	17 006.3	19 216.6	28	40
Total	**23 197.4**	**24 849.0**	**48**	**59**

18A.89 The resource requirements of $4,019,000, reflecting a decrease of $43,700, will provide for the continuation of 19 posts (1 D-1, 2 P-5, 4 P-4, 2 P-3, 2 P-2 and 8 Local level). The decrease is due to the abolishment of one Local level post, in line with General Assembly resolution 67/248.

18A.90 The amount of $1,613,400 for non-post requirements, reflecting a net decrease of $515,000, would provide for other staff costs, consultants, experts, travel of staff and contractual services. It includes the amount of $949,800 as non-recurrent resources for the implementation of activities relating to the United Nations Conference on Sustainable Development. The net decrease includes: (a) the removal of non-recurrent resources of $490,600 foreseen in the biennium 2012-2013 in the

implementation of activities for the Conference; and (b) reduction in ad hoc expert groups ($24,400), in line with General Assembly resolution 67/248, as reflected in table 18A.6, item 2, of the present report.

18A.91 The estimated extrabudgetary resources of $19,216,500 would provide for 40 posts (2 D-1, 17 P-5, 7 P-4, 6 P-3 and 8 Local level). These resources will contribute towards the achievement of the expected accomplishment and the delivery of programmed outputs under this subprogramme.

Subprogramme 4
Statistics

Resource requirements (before recosting): $9,003,000

18A.92 Substantive responsibility for this subprogramme is vested in the African Centre for Statistics. The goal of the subprogramme is to increase the statistical capabilities of African countries to collect, compile and use quality, comparable and harmonized statistics to monitor the implementation of the Millennium Development Goals and support regional integration, including the harmonization of methods for censuses, surveys, national accounts, economic classifications and Millennium Development Goal indicators, in compliance with international methodologies, such as the 1993 System of National Accounts.

Table 18A.19 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the production and use of quality statistics for evidence-based policy formulation, programme implementation and monitoring and evaluation of progress towards the achievement of nationally and internationally agreed goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality statistics in support of their development efforts	(a) (i) Increased number of countries designing and implementing the current version of National Strategy for the Development of Statistics *Performance measures* 2010-2011: 6 countries Estimate 2012-2013: 14 countries Target 2014-2015: 21 countries (ii) Increased number of countries with 30 or more Millennium Development Goal indicators having at least three data points since 1990 *Performance measures* 2010-2011: 47 countries Estimate 2012-2013: 50 countries Target 2014-2015: 54 countries

(b) Improved availability of harmonized and comparable statistics in support of national, regional and international development efforts	(b) Increased number of countries for which comparable set of System of National Accounts data is included in the African statistical database *Performance measures* 2010-2011: 33 countries Estimate 2012-2013: 38 countries Target 2014-2015: 44 countries

External factors

18A.93 The subprogramme is expected to fully achieve its objectives and expected accomplishments on the assumption that: (a) member States continue to scale up resources for conducting regular statistical operations, such as censuses, surveys and administrative data; (b) regional economic communities, regional and international partners join efforts to support the statistical harmonization and capacity-building; and (c) members of the African Statistical Coordination Committee, namely, AfDB, the African Union Commission, and the African Capacity-Building Foundation, continue to play their respective roles in improving statistical coordination in the region within the reference regional biennial programme plan and the African Statistics Charter.

Outputs

18A.94 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings:

a. Fourth session of the Statistical Commission for Africa (1);

b. Third Conference of African Ministers responsible for civil registration (1);

(ii) Parliamentary documentation:

a. Fourth session of the Committee on Statistics: implementation of the 2008 System of National Accounts in Africa (2014) (1); report on statistical development in Africa (1); assessment report of the 2010 Round of Population and Housing Censuses in Africa (1); informal sector methodologies (1);

b. Third Conference on Civil Registration and Vital Statistics: report on the Africa Programme on Civil Registration and Vital Statistics (1);

(iii) Ad hoc expert group meetings: information and communications technologies applications in civil registration and vital statistics (1); strengthening the organization and management of statistical systems in Africa (1); use of mobile devices for data collection (1); national account and basic economic statistics (1); sustainable development indicators (2015) (1); external data validation of statistical data (2); mainstreaming of gender in national statistics systems (1); and volunteer geographic information (1);

(iv) Assistance to intergovernmental bodies: functional support to coordination meetings of the African Statistical Coordination Committee (2015) (1); the African Union Committee of Directors General of Statistics (2); the United Nations Committee for the Coordination of Statistical Activities (2); United Nations coordination meetings on the Millennium Development Goals, gender statistics, national accounts, censuses, civil registration and vital statistics, geographical names (2); statistical programmes of regional economic communities (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Non-recurrent publications: the African Statistical Yearbook (2); manual on the use of information and communications technologies in civil registration and vital statistics (1); Implementation guide for strengthening the organization and management of statistical systems in Africa (1); guidelines for use of mobile devices for data collection (1); guide of African statistical methodologies on the informal sector (1); manual on compilation of sustainable development indicators (1); manual on assessment and development of gender statistics programme in countries (1); citizen participation in national mapping (1);

(ii) Technical material: development of online gender statistics training toolkit (1); maintenance of African statistical databases and data warehouses (2); development of geospatial database and services (2); development of information and communications technology tools for the compilation of economic statistics and national accounts (2); toolkits for data quality control (1);

(iii) Booklets, pamphlets, fact sheets, wallcharts, information kits: posters, press communiqués, DVDs and displays material to support member States in statistical advocacy (2); African Statistical Newsletter (2); and African Statistical Pocketbook (2);

(iv) Exhibits, guided tours and lectures: exhibition on statistical resources and methodology for National Statistical Office, civil registration and vital statistics officials, partners and policymakers during major statistical events (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Fellowship and grants: visiting scholars, fellows and interns to support the work of ECA in statistical development and data management (10);

(ii) Field projects:

a. Improving the availability of data for Africa's development (1);

b. Supporting the implementation of the Africa Action Plan of the Global Strategy to Improve Agricultural and rural Statistics (1);

c. Strengthening the capacities of member States for the implementation of the 2008 System of National Accounts (1);

d. Strengthening capacities of countries in monitoring development indicators, with special emphasis on improving of civil registration and vital statistics systems through interregional cooperation and knowledge-sharing (1);

e. Implementation of the continent-wide African Geodetic Reference Frame (1).

18A.95 The distribution of resources for subprogramme 4 is reflected in table 18A.20 below.

Table 18A.20 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	8 095.7	8 052.0	39	38
Non-post	951.0	951.0	–	–
Subtotal	**9 046.7**	**9 003.0**	**39**	**38**
B. Extrabudgetary	956.7	6 359.7	1	20
Total	**10 003.4**	**15 362.7**	**40**	**58**

18A.96 The resource requirements under posts of $8,052,000, reflecting a decrease of $43,700, would provide for the continuation of 38 posts (1 D-1, 5 P-5, 6 P-4, 6 P-3, 5 P-2 and 15 Local level). The decrease is due to the abolishment of one Local level post, in line with General Assembly resolution 67/248.

18A.97 An amount of $951,000 for non-post requirements will provide for other staff costs, consultants, experts, travel of staff, and contractual services.

18A.98 The estimated extrabudgetary resources of $6,359,700 will provide for 20 posts (7 P-4, 7 P-3, 3 P-2 and 3 Local level) and will contribute towards the achievement of expected accomplishment and the delivery of programmed outputs under this subprogramme.

Subprogramme 5
Capacity development

Resource requirements (before recosting): $2,902,900

18A.99 Substantive responsibility for this subprogramme is vested within the Capacity Development Division. The activities of ECA under this programme will be geared towards strengthening the capacity of the African Union Commission, the NEPAD Planning and Coordinating Agency, and the secretariat of the African Peer Review Mechanism within the context of the Ten-Year Capacity-Building Programme for the African Union.

Table 18A.21 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote the efficient utilization of policy research produced by ECA in member States and to support Governments, pan-African institutions, regional economic communities and member States in building and strengthening the capabilities of their policymakers

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Strengthened capacity of the African Union to accelerate implementation of the priorities of its organs and institutions	(a) Increased number of projects or programmes completed with assistance from ECA in the context of the implementation of the priorities of NEPAD

	Performance measures 2010-2011: 5 projects/programmes Estimate 2012-2013: 10 projects/programmes Target 2014-2015: 15 projects/programmes
(b) Strengthened capacity of pan-African institutions, regional economic communities and member States to conduct sound policies for the advancement of the development agenda of Africa	(b) Increased number of member States, pan-African institutions and regional economic communities that use the research produced by ECA in the formulation and implementation of policies *Performance measures* 2010-2011: 5 member States Estimate 2012-2013: 10 member States Target 2014-2015: 15 member States

External factors

18A.100 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is willingness and readiness of the regional economic communities and member States to implement recommendations arising out of the subprogramme's support to the African Union Commission, NEPAD Planning and Coordinating Agency and the African Peer Review Mechanism secretariat; (b) member States and national and regional policymakers continue to support the African Union Commission's efforts at mainstreaming regional integration, trade, infrastructure and natural resources development policies in their national and regional policies; and (c) national Governments are willing and continue to be subject to the African Peer Review Mechanism.

Outputs

18A.101 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Ad hoc expert groups: review of the report on diversity management in the African Peer Review Mechanism process (1); review of the report on mainstreaming the governance of the extractive sectors in the African Peer Review Mechanism process (1); review of the report on the first topical issue on the African Union integration agenda (1); review of the report on the second topical issue on the African Union integration agenda (1);

(ii) Assistance to representatives, rapporteurs: functional support to meetings involving intergovernmental organizations and regional bodies (16);

(b) Other substantive activities (regular budget/extrabudgetary): non-recurrent publications: report on diversity management in the African Peer Review Mechanism process (1); report on mainstreaming the governance of the extractive sectors in the African Peer Review Mechanism process (1); report on the first topical issue on the African Union integration agenda (1); report on the second topical issue on the African Union integration agenda (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory Services: provision of advisory services, upon request, to the African Union Commission, member States, regional economic communities and intergovernmental organizations on economic policy and development planning in the context of NEPAD and the United Nations Ten-year Capacity-Building Programme for the African Union with special focus on macroeconomic analysis, industrialization and trade, development planning, natural resource management, social development, infrastructure and energy, science and technology and rural economy and agriculture (20);

(ii) Field projects: institutional support to member States, regional economic communities, the African Union and its organs.

18A.102 The distribution of resources for subprogramme 5 is reflected in table 18A.22 below.

Table 18A.22 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	2 350.2	2 350.2	10	10
Non-post	552 7	552 7	–	–
Subtotal	**2 902.9**	**2 902.9**	**10**	**10**
B Extrabudgetary	–	3 431 0	–	11
Total	**2 902.9**	**6 333.9**	**10**	**21**

18A.103 The resource requirements of $2,350,200 provide for 10 posts (1 D-1, 2 P-5, 1 P-4, 2 P-3 and 4 Local level). The amount of $552,700 for non-post requirements will provide for other staff costs, consultants, experts, travel of staff and contractual services.

18A.104 The estimated extrabudgetary resources of $3,431,000, provide for 11 posts (2 D-1, 1 P-5, 1 P-4, 2 P-3 and 5 Local level). These resources will contribute towards the achievement of the expected accomplishment and the delivery of programmed outputs under this subprogramme.

Subprogramme 6
Gender and women in development

Resource requirements (before recosting): $690,800

18A.105 Substantive responsibility for this subprogramme is vested within the African Centre for Gender. The subprogramme will benefit from previous gains made in the last bienniums where linkages and synergies have been developed with all subprogrammes of ECA and will be guided by the recommendations of the 2008 African Development Forum on "Action on gender equality, women's empowerment and ending violence against women". The gender assessment undertaken within ECA in 2011 will provide entry points to strengthen the Divisions and the ability of the subregional offices to deliver better to member States on gender and development within different sectors.

Table 18A.23 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote the strengthening of gender equality and women's empowerment within the context of the Beijing Declaration and Platform for Action

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment obligations and address emerging issues that have an impact on women	(a) Increased number of member States and regional economic communities that report progress in the implementation of gender equality and women's empowerment obligations through the Beijing Declaration and Platform for Action *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 10 member States Target 2014-2015: 15 member States
(b) Increased capacity of member States and regional economic communities to mainstream gender concerns into national policies and programmes	(b) Increased number of member States and regional economic communities that make use of the knowledge generated through the African Gender and Development Index, gender statistics, gender-aware macroeconomic modelling, the African Women's Rights Observatory, and the e-network of national gender machineries to mainstream gender concerns *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 18 member States Target 2014-2015: 20 member States

External factors

18A.106 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national policymakers are supportive of its efforts and extend full cooperation for the incorporation of gender mainstreaming and implementation of gender equality policies and strategies by allocating both human and financial resources; (b) member States through their national institutions provide well-documented data to support the efforts of the ECA African Centre for Gender; (c) adequate capacity exists to implement and monitor the efforts of the African Centre for Gender at the national and subregional level; and (d) development partners honour the commitments made and continue their support.

Outputs

18A.107 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):

(i) Substantive servicing of meetings: first session of the Committee on Gender and Social Development (1);

(ii) Parliamentary documentation: report to the Committee on Gender and Social Development on the work of the subprogramme and the planned activities (1); report to the Committee on the implementation of the recommendations of the 20-year review of the Beijing Declaration and Platform for Action using the tools developed by the subprogramme (1); report on the development of national satellite accounts of household production (1);

(iii) Ad hoc expert group meetings: external review and validation of the *African Women's Report* (1); external validation of the gender statistics toolkit (1); review and validation of the compendium on good practices in gender mainstreaming (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Non-recurrent publications: gender statistics toolkit (1); compendium on good practices in gender mainstreaming (1); *African Women's Report* 2014 (1);

(ii) Technical materials: African Women's Rights Observatory; e-network for national gender machineries for information-sharing and advocacy;

(c) Technical cooperation (regular budget/extrabudgetary): fellowships and grants (6): visiting scholars, fellows and interns to work on strengthening the knowledge base on gender and development issues in Africa; to work on gender macroeconomic modelling and policy issues and on gender statistics; field projects: monitoring regional and global instruments using the African Gender and Development Index and other tools developed by the subprogramme and implemented by member States; monitoring regional and global instruments that member States have committed and are signatory to, using tools developed by the subprogramme; research, policy advocacy and capacity-building on the gender dimensions of climate change in Africa, African Women's Rights Observatory; research and analytical work on gender equality and women's empowerment for policy and programming, using tools developed by the subprogramme; and mainstreaming a gender perspective into the work of ECA to ensure the sectoral outputs and knowledge products for member States to promote gender equality and women's empowerment in Africa.

18A.108 The distribution of resources for subprogramme 6 is reflected in table 18A.24 below.

Table 18A.24 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	87.4	87.4	2	2
Non-post	655 5	603 4	–	–
Subtotal	**742.9**	**690.8**	**2**	**2**
B. Extrabudgetary	5 305.3	5 877.9	6	9
Total	**6 048.2**	**6 568.7**	**8**	**11**

18A.109 The resource requirements of $87,400 will provide for the continuation of two Local level posts.

18A.110 An amount of $603,400 for non-post requirements will provide for other staff costs, consultants, experts, travel of staff and contractual services. The decrease of $52,100 includes: (a) reductions in travel of staff to meetings ($17,300), in line with General Assembly resolution 67/248; and (b) external printing ($34,800), in line with General Assembly resolution 67/248, as reflected in table 18A.6, item 2, of the present report.

18A.111 The estimated extrabudgetary resources of $5,877,900 will provide for nine posts (1 D-1, 1 P-5, 4 P-4, 1 P-3, 1 P-2 and 1 Local level) and will contribute towards the achievement of the expected accomplishment and the delivery of programmed outputs under this subprogramme.

Subprogramme 7
Subregional activities for development

Resource requirements (before recosting): $30,494,000

18A.112 The five ECA subregional offices, which are responsible for the implementation of the components of subprogramme 7, are located in: (a) Rabat, for North Africa; (b) Niamey, for West Africa; (c) Yaoundé, for Central Africa; (d) Kigali, for East Africa; and (e) Lusaka, for Southern Africa. The subprogramme will focus on regularly producing country profiles and risk analyses. The profiles will include research, analysis, forecasts, indicators and trends on a variety of statistics, including those on output, trade, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables. The aim of the profiles is to produce policy advice in support of the development agenda of the member States.

Component 1
Subregional activities in North Africa

Resource requirements (before recosting): $6,268,000

Table 18A.25 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the North Africa subregion

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics and policy analysis in support of national and subregional development priorities	(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 4 country profiles Target 2014-2015: 8 country profiles
(b) Strengthened capacity of Arab Maghreb Union and other subregional actors to accelerate the design or the implementation of subregional initiatives	(b) Increased number of regional initiatives designed or implemented by the Arab Maghreb Union or other subregional actors with assistance from ECA *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 1 regional initiative Target 2014-2015: 3 regional initiatives

External factors

18A.113 This component is expected to achieve its objective and expected accomplishments on the assumption that: (a) member States and regional economic communities continue their commitments and support to subregional activities in North Africa, and in particular regarding access to data/statistics; (b) member States experience political stability; (c) member States and regional economic communities accelerate the pace of the implementation of the regional integration agenda through allocation of more resources and promotion of the functioning of the decision-making organs related to the concerned regional economic communities; and (d) development partners allocate more extrabudgetary resources, to match the increasing demand for capacity-building, technical support and policy advisory services from member States.

Outputs

18A.114 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: Intergovernmental Committee of Experts (2);

(ii) Parliamentary documentation: progress reports on regional and international agendas and other special initiatives in the subregion (2); annual reports on the work of ECA in North Africa, including the status of implementation of the multi-year programme (2); report on the implementation of subregional initiatives in North Africa (1);

(iii) Ad hoc expert group meetings: regional value chains for diversification and value addition in North Africa (1); strategy for sustainable green economy in North Africa (1); international transport and trade facilitation in North Africa (1);

(b) Other substantive services (regular budget/extrabudgetary resources):

(i) Recurrent publications: country profiles (8);

(ii) Non-recurrent publication: report on regional value chains for diversification and value addition in North Africa (1); strategy for sustainable green economy in North Africa (1); international transport and trade facilitation in North Africa (1);

(iii) Special event: North African Development Forum (1);

(iv) Technical materials: web-based information site (1);

(v) Substantive servicing of inter-agency meetings: two consultative meetings in support of Regional Coordination Mechanism activities (2);

(c) Technical cooperation (regular budget/extrabudgetary resources):

(i) Advisory services: 10 advisory missions at the request of member States, the Maghreb Arab Union and other subregional intergovernmental organizations on institutional and thematic issues related to the economic and social transformation of North African member States;

(ii) Field projects: support to the Maghreb Arab Union to develop its gender strategy; support to the implementation of the Maghreb Action Plan to fight desertification.

18A.115 The distribution of resources for subprogramme 7 is reflected in table 18A.26 below.

Table 18A.26 **Resource requirements: subprogramme 7 (a), component 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	4 105.6	4 061.9	22	21
Non-post	2 306.4	2 206.1	–	–
Subtotal	**6 412.0**	**6 268.0**	**22**	**21**
B. Extrabudgetary	595.8	1 257.3	1	3
Total	**7 007.8**	**7 525.3**	**23**	**24**

18A.116 The resource requirements under posts of $4,061,900, reflecting a decrease of $43,700, will provide for the continuation of 21 posts (1 D-1, 1 P-5, 4 P-4, 4 P-3, 1 P-2, 2 National Professional Officer and 8 Local level). The decrease is due to the abolishment of one Local level post to partially offset the establishment of one D-2 post of Deputy Executive Secretary under executive direction and management.

18A.117 Non-post requirements of $2,206,100, reflecting a decrease of $100,300, will provide for other staff costs, consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials, grants and contributions, and furniture and equipment. The decrease of $100,300 includes: (a) reduction in furniture and equipment ($17,300), in line with General Assembly resolution 67/248; and (b) reduction in ad hoc expert groups ($83,000), in line with General Assembly resolution 67/248, as reflected in table 18A.6, item 2, of the present report.

18A.118 The estimated extrabudgetary resources of $1,257,300 will provide for three posts (1 P-4, 1 P-2 and 1 Local level) and will contribute towards the achievement of the expected accomplishments and the delivery of programmed outputs under this subprogramme.

Component 2
Subregional activities in West Africa

Resource requirements (before recosting): $5,495,900

Table 18A.27 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support to economic and social transformation in the West Africa subregion

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support to national and subregional development priorities	(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 4 country profiles Target 2014-2015: 8 country profiles
(b) Strengthened capacity of the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (WAEMU) to accelerate the implementation of subregional initiatives	(b) Increased number of regionally agreed initiatives implemented by ECOWAS and WAEMU with assistance from ECA *Performance measures* 2010-2011: 10 regionally agreed initiatives Estimate 2012-2013: 12 regionally agreed initiatives Target 2014-2015: 10 regionally agreed initiatives

External factors

18A.119 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national policymakers are supportive of the efforts of the subprogramme and extend full cooperation to strengthen the agenda of regional integration and implementation of policies and strategies by allocating adequate human and financial resources; (b) the partnership and collaboration with the African Union, AfDB, ECOWAS, NEPAD, other intergovernmental organizations, the private sector, academia and the United Nations system continue to be strengthened by all stakeholders and institutions concerned; and (c) external development partners continue to strengthen and enhance support to funding of operational programmes and activities.

Outputs

18A.120 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts of the Subregional Office for West Africa (8);

(ii) Parliamentary documentation: progress reports on the implementation of regional and international agendas, including NEPAD, the United Nations Millennium Development Goals and other special initiatives in the subregion (1); annual report on the work of ECA in West Africa (1); report on the implementation of subregional initiatives in West Africa (1);

(iii) Ad hoc expert group meetings: tracking progress on macroeconomic policy and institutional convergence in West Africa (1); assessing infrastructural integration in West Africa to enhance the Subregional Free Trade Area (1);

(iv) Assistance to representatives, rapporteurs: annual meeting of the Subregional Coordination Mechanism for the United Nations system-wide support to the African Union and its NEPAD programme (1); functional support to the work of the United Nations country teams and other United Nations inter-agency activities (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: country profiles (8);

(ii) Non-recurrent publications: Tracking progress on macroeconomic policy and institutional convergence in West Africa (1); Assessing infrastructural integration in West Africa to enhance the Subregional Free Trade Area (1);

(iii) Technical material: maintenance of the Western Africa statistical database (1); Virtual knowledge networks and management of thematic workspaces for communities of practice (1); Observatory on regional integration in West Africa (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: provision of advisory services, upon request, to member States, ECOWAS, WAEMU, and other subregional and intergovernmental organizations on institutional and sectoral issues in relation to the consolidation of regional integration and sustainable development in West Africa (10);

(ii) Field projects: institutional strengthening of ECOWAS, WAEMU, Mano River Union and other intergovernmental organizations (1).

18A.121 The distribution of resources for subprogramme 7 is reflected in table 18A.28 below.

Table 18A.28 **Resource requirements: subprogramme 7 (b), component 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	3 821.7	3 435.8	21	19
Non-post	2 389.4	2 060.1	–	–
Subtotal	**6 211.1**	**5 495.9**	**21**	**19**
B. Extrabudgetary	687.8	1 520.1	1	5
Total	**6 898.9**	**7 016.0**	**22**	**24**

18A.122 Resource post requirements of $3,435,800, reflecting a decrease of $385,900, will provide for 19 posts (1 D-1, 1 P-5, 3 P-4, 3 P-3, 1 P-2, 2 National Professional Officer and 8 Local level). The decrease is due to: (a) the abolishment of one Local level post to partially offset the establishment of one D-2 post of Deputy Executive Secretary under executive direction and management; and (b) the abolishment of one Economic Affairs Officer P-4 post, in line with General Assembly resolution 67/248, as reflected in table 18A.6, item 2, of the present report.

18A.123 An amount of $2,060,100 for non-post requirements, reflecting a decrease of $329,300, will provide for other staff costs, consultants and experts, travel of staff, contractual services, general operating expenses, supplies and materials, grants and contributions, and furniture and equipment. The decrease of $329,300 includes: (a) supplies and materials ($9,000) and furniture and equipment ($129,300), in line with General Assembly resolution 67/248; and (b) ad hoc expert groups ($151,000) and external printing ($40,000), in line with General Assembly resolution 67/248, as reflected in table 18A.6, item 2, of the present report.

18A.124 The estimated extrabudgetary resources of $1,520,100 provides for five posts (2 P-4, 1 P-3, 1 P-2 and 1 Local level) and will contribute towards the achievement of the expected accomplishment and the delivery of programmed outputs under this subprogramme.

Component 3
Subregional activities in Central Africa

Resource requirements (before recosting): $6,453,700

Table 18A.29 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the Central Africa subregion

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support of national and subregional development priorities	(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States

	Performance measures 2010-2011: not applicable Estimate 2012-2013: 4 country profiles Target 2014-2015: 8 country profiles
(b) Strengthened capacity of the Economic and Monetary Community of Central Africa (CEMAC) and the Economic Community of Central African States (ECCAS) to accelerate implementation of subregional initiatives	(b) Increased number of regionally agreed initiatives implemented by CEMAC and ECCAS with assistance from ECA
	Performance measures 2010-2011: 3 initiatives Estimate 2012-2013: 3 initiatives Target 2014-2015: 4 initiatives

External factors

18A.125 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) there is political stability especially in the post-conflict countries; (b) intergovernmental organizations and non-governmental organizations are supportive of NEPAD and willing to strengthen cooperation among themselves with the assistance of the ECA office in the subregion; (c) sufficient financial resources are made available to the office in support of the demand generated by its analytical work and advisory services in the framework of the multi-year programme; and (d) regional economic communities, member States and other beneficiaries fulfil their commitments timely and effectively in joint activities with the Subregional Office for Central Africa.

Outputs

18A.126 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts of the Subregional Office for Central Africa (2);

(ii) Parliamentary documentation: annual reports on the work of ECA in Central Africa (2); progress reports on regional and international agendas and other special initiatives in the subregion (2); report on the implementation of subregional initiatives in Central Africa (1);

(iii) Ad hoc expert groups: harnessing the potential of the extractive industries for structural transformation in Central Africa (1); improving Central Africa's business climate (1); progress and prospects for macroeconomic convergence in the Central African subregion (1);

(iv) Assistance to intergovernmental bodies and/or United Nations representatives/rapporteurs: annual meeting of the Subregional Coordination Mechanism for the United Nations system-wide support to the African Union and its NEPAD programme; functional support to the work of the United Nations country teams and the thematic clusters of the United Nations Regional Coordination Mechanism for Africa (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: country profiles (8);

(ii) Non-recurrent publications: report on harnessing the potential of the extractive industries for structural transformation in Central Africa (1); report on improving Central Africa's business climate (1); report on progress and prospects for macroeconomic convergence in the Central African subregion (1);

(iii) Special events: forum on mainstreaming green economy into development policies in Central Africa (1);

(c) Technical materials: maintenance of the Observatory on regional integration in Central Africa; maintenance of the Central Africa statistical database; virtual knowledge networks and management of thematic workspaces for communities of practice (3);

(d) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: provision of advisory services, upon request, to member States, ECCAS, CEMAC, other subregional and intergovernmental organizations and non-governmental organizations (6);

(ii) Field projects: assessing and improving road safety in Central Africa (1).

18A.127 The distribution of resources for subprogramme 7 is reflected in table 18A.30 below.

Table 18A.30 **Resource requirements: subprogramme 7 (c), component 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	3 821.7	3 821.7	21	21
Non-post	2 745.0	2 632.0	–	–
Subtotal	**6 566.7**	**6 453.7**	**21**	**21**
B. Extrabudgetary	105.1	1 638.7	1	5
Total	**6 671.8**	**8 092.4**	**22**	**26**

18A.128 The resource post requirements of $3,821,700 will provide for the continuation of 21 posts (1 D-1, 1 P-5, 4 P-4, 3 P-3, 1 P-2, 2 National Professional Officer and 9 Local level).

18A.129 Non-post requirements of $2,632,000, reflecting a decrease of $113,000, will provide for other staff costs, consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The decrease of $113,000 includes: (a) general temporary assistance ($1,300) and furniture and equipment ($68,900), in line with General Assembly resolution 67/248; and (b) ad hoc expert groups ($42,800), in line with General Assembly resolution 67/248, as reflected in table 18A.6, item 2, of the present report.

18A.130 The estimated extrabudgetary resources of $1,638,700 provide for five posts (1 P-4, 1 P-3, 1 P-2 and 2 Local level) and will contribute towards the enhancement of the capacity of member States to produce and disseminate quality and timely statistics and policy analysis related to national and subregional development priorities. In particular, the resources will be used for the preparation, publication and dissemination of country profiles and risk analyses. The resources will also assist with the strengthening of capacity of CEMAC and ECCAS to accelerate implementation of subregional initiatives.

Component 4
Subregional activities in East Africa

Resource requirements (before recosting): $5,965,900

Table 18A.31 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the East Africa subregion

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics and policy analysis in support of national and subregional development priorities	(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 4 country profiles Target 2014-2015: 8 country profiles
(b) Strengthened capacity of the East African Community and the Intergovernmental Authority on Development to accelerate the implementation of subregional initiatives	(b) Increased number of regionally agreed initiatives implemented by the East African Community and the Intergovernmental Authority on Development with assistance from ECA *Performance measures* 2010-2011: 3 initiatives Estimate 2012-2013: 4 initiatives Target 2014-2015: 5 initiatives

External factors

18A.131 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States effectively implement the common policy measures and institutional mechanisms agreed upon; (b) the partners continue their support to and are willing to strengthen their cooperation with the Subregional Office for East Africa; and (c) sufficient financial resources are made available to the Commission for its operational activities at the national and subregional levels.

Outputs

18A.132 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of the Intergovernmental Committee of Experts of the Subregional Office for East Africa (2); servicing of the Subregional Coordination Mechanism (2);

(ii) Parliamentary documentation: annual report on the work of ECA in Eastern Africa, including the status of implementation of the 2013-2017 Subregional Coordination Mechanism Business Plan (2); progress report on regional and international agendas and other special initiatives in the subregion (2); report on the implementation of subregional initiatives in East Africa (2);

(iii) Ad hoc expert group meetings: Leveraging new trading and investment partnerships for diversification in Eastern Africa: the role of emerging markets (1); Fostering regional integration for improved social cohesion (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: country profiles (8);

(ii) Non-recurrent publications: Leveraging new trading and investment partnerships for diversification in Eastern Africa: the role of emerging markets (1); Fostering regional integration for improved social cohesion (1);

(iii) Substantive servicing of inter-agency meetings: functional support for the work of the United Nations country team and the Subregional Coordination Mechanism (1);

(iv) Technical material: four electronic briefs on major activities of the Subregional Office for East Africa, Observatory on Regional Integration, virtual knowledge networks and management of thematic workspaces for communities of practice (1);

(c) Technical cooperation (regular budget and extrabudgetary):

(i) Advisory services: provision of advisory services, upon request, to member States, the regional economic community, intergovernmental organizations and civil society organizations on institutional and sectoral issues to support inclusive growth, economic and social transformation in Eastern Africa (9);

(ii) Field project on "Sustainability of renewable energy technologies in Eastern Africa" (1).

18A.133 The distribution of resources for subprogramme 7 is reflected in table 18A.32 below.

Table 18A.32 **Resource requirements: subprogramme 7 (d), component 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	4 353.9	4 011.7	22	21
Non-post	2 078.9	1 954.2	–	–
Subtotal	**6 432.8**	**5 965.9**	**22**	**21**
B. Extrabudgetary	498.3	1 321.3	2	3
Total	**7 690.3**	**7 631.8**	**27**	**26**

18A.134 The resource requirements of $4,011,700, reflecting a decrease of $342,200, will provide for 21 posts (1 D-1, 1 P-5, 4 P-4, 3 P-3, 2 P-2, 2 National Professional Officer and 8 Local level). The decrease is due to the abolishment of one P-4 Economic Affairs Officer post, in line with General Assembly resolution 67/248, as reflected in table 18A.6, item 2, of the present report.

18A.135 The amount of $1,954,200 for non-post requirements, reflecting a decrease of $124,700, will provide for other staff costs, consultants, experts, travel of staff and general operating expenses. The decrease under ad hoc expert groups ($124,700) is in line with General Assembly resolution 67/248, as reflected in table 18.6, item 2, of the present report.

18A.136 The estimated extrabudgetary resources of $1,321,300 will provide for three posts (1 P-4, 1 P-3 and 1 Local level) and will contribute towards the enhancement of the capacity of member States to produce and disseminate quality and timely statistics and policy analysis related to national and subregional development priorities. In particular, the resources will be used for the preparation, publication and dissemination of country profiles and risk analyses. The resources will also assist with the strengthening of capacity of the East African Community and the Intergovernmental Authority on Development to accelerate implementation of subregional initiatives.

Component 5
Subregional activities in Southern Africa

Resource requirements (before recosting): $6,310,500

Table 18A.33 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the Southern Africa subregion

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support of national and subregional development priorities	(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States

	Performance measures 2010-2011: not applicable Estimate 2012-2013: 4 country profiles Target 2014-2015: 8 country profiles
(b) Strengthened capacity of the Common Market for Eastern and Southern Africa and the Southern African Development Community to accelerate implementation of subregional initiatives	(b) Increased number of regionally agreed initiatives implemented by member States, the Common Market for Eastern and Southern Africa and the Southern African Development Community with assistance from ECA *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 3 initiatives Target 2014-2015: 7 initiatives

External factors

18A.137 The rate of success in the implementation of the programme is contingent upon: (a) the adequate capacity of partner institutions and end-users; (b) the adequate level of engagement of end-users; and (c) resources being readily available for the Subregional office for Southern Africa to enhance technical assistance and outreach to member States and the regional economic communities.

Outputs

18A.138 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts of the ECA subregional office for Southern Africa (2);

(ii) Parliamentary documentation: annual report on the work of ECA in Southern Africa (2); progress report on regional and international agendas and other special initiatives in the subregion (2); report on the implementation of subregional initiatives in Southern Africa (2);

(iii) Ad hoc expert groups: regional integration; topical issue on natural resource management in Southern Africa (1); macroeconomic and sectoral policies and programmes: topical issue on food security and agricultural development in Southern Africa (1);

(iv) Assistance to intergovernmental bodies and/or United Nations representatives and/or rapporteurs: annual meeting of the subregional coordination mechanism for the United Nations system-wide support to the African Union and its NEPAD programme (2); functional support to the work of United Nations country teams and of the thematic clusters of the United Nations Regional Coordination Mechanism for Africa (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: country profiles (8);

(ii) Non-recurrent publications: Regional integration: topical issue on natural resource management in Southern Africa (1); Macroeconomic and sectoral policies and programmes: topical issue on food security and agricultural development in Southern Africa (1);

(iii) Technical materials: strengthening information and knowledge-sharing in Southern Africa: observatory on regional integration in Southern Africa (1); virtual knowledge networks and management of thematic workspaces for communities of practice (1); web-based information site on the activities of the Subregional Office for Southern Africa (1); maintenance of the Southern Africa statistical database (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: provision of advisory services, upon request, to member States, the Southern African Development Community, the Common Market for Eastern and Southern Africa, intergovernmental organizations and civil society organizations towards the implementation of activities on the multi-year programme with the Southern African Development Community and Common Market for Eastern and Southern Africa and on priority development issues to strengthen regional integration in Southern Africa in the context of the United Nations Ten-year Capacity-Building Programme for the African Union, the African Peer Review Mechanism and the Millennium Development Goals; and ensure formulation and implementation of harmonized macroeconomic and sectoral policies and programmes in the subregion (6);

(ii) Field projects: regional integration in Southern Africa: strengthening of the Zambia-Malawi-Mozambique Growth Triangle initiative (1).

18A.139 The distribution of resources for subprogramme 7 is reflected in table 18A.34 below.

Table 18A.34 **Resource requirements: subprogramme 7 (e), component 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	5 095.2	4 351.0	25	23
Non-post	2 096 8	1 959 5	–	–
Subtotal	**7 192.0**	**6 310.5**	**25**	**23**
B. Extrabudgetary	595.8	1 456.4	1	4
Total	**7 787.8**	**7 766.9**	**26**	**27**

18A.140 The resource requirements of $4,351,000, reflecting a decrease of $744,200, will provide for 23 posts (1 D-1, 1 P-5, 4 P-4, 4 P-3, 2 P-2, 3 National Professional Officer and 8 Local level). The decrease is due to the abolishment of one P-5 Liaison Officer post and one P-4 Social Affairs Officer post, in line with General Assembly resolution 67/248, as reflected in table 18A.6, item 2, of the present report.

18A.141 Non-post requirements of $1,959,500, reflecting a decrease of $137,300, will provide for other staff costs, consultants and experts, grants and contributions, travel of staff, contractual services, supplies and materials, furniture and equipment and other general operating requirements. The decrease of $137,300 includes: (a) temporary assistance for meetings ($24,400), in line with General Assembly resolution 67/248; and (b) ad hoc expert groups ($112,900), in line with General Assembly resolution 67/248, as reflected in table 18A.6, item 2, of the present report.

18A.142 The estimated extrabudgetary resources of $1,456,400 provides for four posts (1 P-4, 1 P-3 and 2 Local level) and will contribute towards the enhancement of the capacity of member States to produce and disseminate quality and timely statistics and policy analysis related to national and subregional development priorities. In particular, the resources will be used for the preparation, publication and dissemination of country profiles and risk analyses. The resources will also assist with the strengthening of capacity of the East African Community and the Intergovernmental Authority on Development to accelerate implementation of subregional initiatives.

Subprogramme 8
Development planning and administration

Resource requirements (before recosting): $2,600,000

18A.143 Substantive responsibility for this subprogramme is vested in the African Institute for Economic Development and Planning based in Dakar. The subprogramme will focus on training activities to improve public sector management with particular regard to economic policy formulation, analysis, implementation, monitoring and evaluation. In doing so, the subprogramme will reinforce its collaboration with the five ECA subregional offices and the forging of partnerships with local universities, development training institutions, and development research centres, with a view to enhancing the Institute's ability to deliver its capacity development and training programmes locally in-country and/or subregionally.

Table 18A.35 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve public sector management with respect to economic policy planning and analysis and development planning of the African Governments and other associated development actors

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States for better economic policy formulation, analysis and management	(a) (i) Increased number of countries adopting new or enhanced approaches in policy formulation and analysis in line with the guidelines and/or recommendations of the subprogramme *Performance measures* 2010-2011: 5 countries Estimate 2012-2013: 10 countries Target 2014-2015: 18 countries

	(ii) Increased number of national or subregional public sector departments and institutions in the African region applying appropriate new policies and approaches in economic planning and analysis as a result of the work of the African Institute for Economic Development and Planning *Performance measures* 2010-2011: 11 national or subregional public sector departments and institutions Estimate 2012-2013: 22 national or subregional public sector departments and institutions Target 2014-2015: 30 national or subregional public sector departments and institutions
(b) Strengthened capacity of member States for better development planning, policies and approaches, including decentralized development planning	(b) Increased number of countries and subnational regions adopting policies and measures or implementing activities in the area of development planning in line with ECA recommendations *Performance measures* 2010-2011: 5 countries Estimate 2012-2013: 9 countries Target 2014-2015: 15 countries

External factors

18A.144 The subprogramme aims to achieve its targets provided that: (a) African Governments and their senior and mid-career development officials continue to patronize its activities and solicit its services; (b) African Governments maintain the payment of their assessed contribution to the regular budget of the African Institute for Economic Development and Planning; (c) the grant from the United Nations regular budget is, at a minimum, maintained at the biennium 2012-2013 allocation level; (d) the Institute's deeper programmatic integration into ECA progresses as envisaged within the new institutional orientation and strategy being pursued by the Commission and in which the Institute occupies a key role for training and capacity development activities; and (e) international development partners continue to contribute financial and other support to the work of the Institute.

Outputs

18A.145 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: biannual sessions of the Governing Council of the African Institute for Economic Development and Planning (4); annual meeting of the Institute's Technical Advisory Committee (2);

(ii) Parliamentary documentation: report to the Governing Council of the African Institute for Economic Development and Planning on the status of different aspects of development planning in Africa (4);

(b) Other substantive activities (regular budget):

(i) Non-recurrent publications: training manuals and monographs on selected topics (2);

(ii) Exhibits, guided tours, lectures: annual programme of public lectures on economic policy and management (2);

(iii) Electronic, audio and video issuances: CD-ROM and documentaries on the main substantive topics of the subprogramme (1);

(iv) Technical material: development of networks with like-minded institutions; maintenance of information and documentation services on economic development and planning (1);

(c) Technical cooperation (regular budget/extrabudgetary): advisory services: provision of advisory services, upon request, to member States, intergovernmental, subregional and regional organizations and institutions and other stakeholders geared towards meeting the technical assistance needs of national and regional development projects and programmes in the particular areas of the design of economic recovery programmes, policy analysis, long-term perspectives studies, pre-feasibility studies and project analysis, negotiation strategies and approaches (10);

(d) Training courses, seminars and workshops:

(i) Master of Science degree programmes for mid-career professionals and policymakers in economic policy and management (2); short-term courses for African civil servants and public/private sector officials in selected areas (20); short-term courses on regional integration, trade policy and trade negotiations; and economic growth and development with particular emphasis on Africa's special needs (8);

(ii) Workshop on economic policies for employment in Africa (1); workshop on development strategies and planning in Africa (1); workshop on strategies for mobilizing resources and investment (1); and workshop on policies to accelerate the graduation of least developed countries (1);

(iii) Training courses on regional integration and multilateral trade negotiations, including those of the World Trade Organization, the Continental Free Trade Area, economic partnership agreements and the African Growth and Opportunity Act (1); regional workshop on innovative financing of energy infrastructure development (1); regional workshop to mainstream the African Mining Vision into national and subregional mineral policies (1); regional workshop for mainstreaming the Trans-African Highway and its intergovernmental agreement into national policy and development plans (1); and regional workshop on mainstreaming and harmonizing bioenergy programmes within regional economic communities and African Union member States (1);

(iv) Training course for enhancing the analytical and negotiation skills of African stakeholders for socially responsive, profitable and sustainable large-scale land-based investments in land; training on securing customary land rights; training courses on integrated value chain analysis; joint training courses/workshops on water for river basin organizations in collaboration with the Global Environment Facility's International Waters Learning Exchange and Resource Network (2); symposium on public-private policy dialogue on achieving climate-smart agricultural value chains: integration and institutional coordination challenges and opportunities (1);

(v) Group training on integrating gender into socioeconomic policies and programmes towards inclusive, equitable and sustainable development in Africa (1);

(vi) Group training on the use of the Social Development Index, and the Knowledge Platform (2); symposium on follow-up to the High-level Dialogue on International Migration and Development (1);

(vii) Technical workshop on partnerships for statistical development (1); regional workshop on sustainable development indicators (1); seminar on organization and management of national statistical systems in Africa (1); regional workshop on national account and basic statistics (1); preparatory technical workshop for the Africa Symposium on African Statistical Development (2); workshop on African foreign trade statistics (1); workshop on data needs for emerging areas in the post-2015 development agenda (1); regional workshop on census data dissemination and analysis (1); workshop on metadata on development indicators (1);

(viii) Group training on integrating youth priorities and concerns in the national development plans and policies (1); fostering policy dialogue on regional integration and development policies (1); forestry legislation/regulations for sustainable development (1); the use of resources dynamics to enhance policy coherence in natural resources management and governance (1);

(e) Fellowships and grants: fellowships on economic policy and management and long-term development planning (4).

18A.146 The distribution of resources for subprogramme 8 is reflected in table 18A.36 below.

Table 18A.36 **Resource requirements: subprogramme 8**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	–	–	–	–
Non-post	2 600.0	2 600.0	–	–
Subtotal	**2 600.0**	**2 600.0**	–	–
B. Extrabudgetary	–	1 536.6	–	4
Total	**2 600.0**	**4 136.6**	–	**4**

18A.147 The amount of $2,600,000 under non-post resource requirements will provide for grants and contributions.

18A.148 The estimated extrabudgetary resources of $1,536,600 provide for four posts (3 P-4 and 1 P-3). The training courses, seminars and workshops to be conducted utilizing these resources would contribute towards the achievement of the expected accomplishments and the delivery of programmed outputs under this subprogramme.

Subprogramme 9
Social development policy

Resource requirements (before recosting): $5,609,400

18A.149 Substantive responsibility for this subprogramme is vested in the Social Development Policy Division. The subprogramme will also focus on issues related to youth, population and urbanization. Policy research, documentation of best practices and knowledge-sharing in various sectoral areas of human and social development will be undertaken during the biennium.

Table 18A.37 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote inclusive and equitable sustainable human and social development, in line with internationally and regionally agreed commitments and frameworks

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to mainstream human development concerns into policies and strategies, with particular emphasis on employment, social protection, population and youth issues, in line with internationally agreed development goals	(a) Increased number of member States mainstreaming employment or social protection, or population or youth issues into national policies or strategies in line with internationally agreed development goals as a result of ECA research and advocacy work *Performance measures* 2010-2011: 2 member States Estimate 2012-2013: 10 member States Target 2014-2015: 12 member States
(b) Increased capacity of member States to improve polices, legislation and strategies enhancing inclusive urban planning, management and development	(b) Increased number of countries partially or fully incorporating sustainable urbanization principles advocated by ECA into policies or legislation or strategies in targeted countries *Performance measures* 2010-2011: not applicable Estimate 2012-2013: not applicable Target 2014-2015: 7 countries

External factors

18A.150 The subprogramme will achieve its objectives and expected accomplishments on the assumption that: (a) member States will allocate human and social resources to implement regional and international policy frameworks on social development, especially commitment to the 20-year review of the International Conference on Population and Development and implementation of African Union policy frameworks on social development, international migration, ageing, the family, and persons with disability, and commitment to the African Union-NEPAD programme; (b) measures will be undertaken by member States to avail the subprogramme with data and reports in a timely manner; (c) partners will be willing to collaborate and harmonize efforts to support ECA, member States and regional economic communities; and (d) member States and national policymakers are supportive of its efforts and extend full cooperation for the incorporation of gender mainstreaming and implementation of gender equality policies and strategies by allocating both human and financial resources.

Outputs

18A.151 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: first session of the Committee on Gender and Social Development (1);

(ii) Parliamentary documentation: report to the committee on Gender and Social Development on employment, social protection, population, youth and urbanization activities (1); presentation of the report on the application of the Social Development Index in selected countries (1); report on urbanization (1);

(iii) Ad hoc expert groups: external review of the African Social Development Report (2015); review of the report on alternative policy options for youth (1); review of the report on the state of urbanization in Africa (1); review of the report on the topical issue of population in Africa (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Non-recurrent publications: The African Social Development Report; alternative policy options for youth in Africa (1); report on the state of urbanization in Africa (1); topical issue on population in Africa (1);

(ii) Technical materials: Knowledge Platform practical application on best practices and dialogue on social and human development in Africa (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Fellowships and grants: visiting scholars, fellows and interns to enhance capacity in development issues related to employment, social protection, population, youth and urbanization (4);

(ii) Field projects: Development and the demographic dividend.

18A.152 The distribution of resources for subprogramme 9 is reflected in table 18A.38 below.

Table 18A.38 **Resource requirements: subprogramme 9**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	4 798.8	4 798.8	22	22
Non-post	810.6	810.6	–	–
Subtotal	**5 609.4**	**5 609.4**	**22**	**22**
B Extrabudgetary	1 355.4	1 037.3	–	3
Total	**6 964.8**	**6 646.7**	**22**	**25**

18A.153 The resource post requirements in the amount of $4,798,800 provide for 22 posts (1 D-1, 3 P-5, 4 P-4, 4 P-3, 1 P-2 and 9 Local level).

18A.154 The amount of $810,600 for non-post requirements will provide for other staff costs, consultants, experts, travel of staff, contractual services, and grants and contributions.

18A.155 The estimated extrabudgetary resources of $1,037,300 provides for three Local level posts. The resources will contribute towards the enhancement of the capacity of member States in human and social development through fellowship programmes and the production and dissemination of non-recurrent publications.

D. Programme support

Resource requirements (before recosting): $51,869,900

18A.156 Programme support services encompass the functions and structures relating to the Division of Administration and components of executive direction and management (the Division of Strategic Planning and Operational Quality and the Division of Public Information and Knowledge Management). These functions include: (a) library and knowledge-management services; (b) publications management and information technology services; (c) management and development of human resources; management of the United Nations Conference Centre in Addis Ababa; supply-chain management; facilities management and management of the United Nations Health Care Centre; financial accounting services and protocol, travel and transport services.

18A.157 The responsibility for implementing item (c) above lies with the Division of Administration, which is the focus of this section. During the biennium 2014-2015, the Division of Administration will continue to provide the services mentioned to ensure efficient support to the functions and services of ECA headquarters in Addis Ababa, the five subregional offices and the African Institute for Economic Development and Planning. The Division will also coordinate with the United Nations agencies, funds and programmes based in Ethiopia to support the United Nations common services framework.

18A.158 The key areas of focus will be the implementation of United Nations system-wide projects, such as the International Public Sector Accounting Standards (IPSAS); quality support to staff members in career advancement and development; further delegation of authority to the subregional offices in human and financial resource management; renovation of the United Nations Conference Centre and support to the new office facility, which will host an additional 650 staff of the United Nations system; coordination of emergency resilience and response support to almost 30 United Nations

agencies serving in the country; and greater coordination with the member organizations or offices to further strengthen the medical services provided at the United Nations Health Care Centre. In addition, the Division will continue to participate actively in the Secretariat-wide dialogue on priority themes, such as the future service delivery model, including shared service centres and mobility framework.

Outputs

18A.159 During the biennium 2014-2015, the following outputs will be delivered:

(a) A utilization rate of the United Nations Conference Centre at Addis Ababa that is above 70 per cent, owing to increased visibility envisaged in the approved marketing strategy (regular budget/extrabudgetary);

(b) Increased transparency and efficiency in financial and human resources services delivery (regular budget/extrabudgetary) through:

(i) Introduction of new e-Processes;

(ii) Increased use of e-Leave system;

(iii) Minimal vacancy rate;

(iv) Reduction of the balance in accounts receivable;

(v) Equal representation of women in the Commission's workforce;

(vi) IPSAS-compliant financial statements issued at the end of the year;

(c) Efficient contracts and inventory management (regular budget/extrabudgetary) through:

(i) Complete and approved acquisition plans for 2014 and 2015;

(ii) All vendors registered in the United Nations Global Market;

(iii) Source selection plans developed, approved, and adhered to for all eligible procurement cases;

(iv) Introduction of new or additional systems contracts;

(v) All inventory records comply with IPSAS;

(d) Implementation and use of an automated protocol system linked with travel and transport requirements (regular budget/extrabudgetary);

(e) Reduced expenditure on travel (regular budget);

(f) Repaired and upgraded facilities at ECA premises (regular budget):

(i) Completed roof renovation at the United Nations Conference Centre, phase 2;

(ii) Repaired access roads;

(iii) Functional automated building(s) management system;

(iv) New or renovated elevators in all buildings;

(v) Restrooms that accommodate persons with disabilities in the Extension Office Building and New Office Facility;

(g) Provision of core medical services to all eligible staff members of the United Nations system in Ethiopia, based on the demands or requests received (regular budget/extrabudgetary).

(ii) Regular and timely reporting and advice provided to the regional commissions on major policy discussions and decisions taken at the global bodies and United Nations Headquarters level with important implications on their role and mandates. Such bodies include the General Assembly, Economic and Social Council and their subsidiaries; the United Nations System Chief Executives Board for Coordination machinery, including the High-level Committee on Management, the United Nations Development Group and their subsidiaries; the Executive Committee on Economic and Social Affairs and the Development Account Steering Committee

Performance measures

(Number of reports with policy recommendations on intergovernmental and inter-agency work submitted to regional commissions)

2010-2011: 19

Estimate 2012-2013: 22

Target 2014-2015: 23

(b) Decision-making at global United Nations Headquarters is informed on and influenced by policy perspectives, decisions, programme contributions and activities of the regional commissions

(b) Views and mandates of the regional commissions are taken into account by and reflected in intergovernmental, inter-agency and interdepartmental decisions and policy actions at the global level

Performance measures

(Number of General Assembly resolutions and Economic and Social Council resolutions adopted with relevance to the programme of work of the regional commissions)

2010-2011: 60 General Assembly resolutions and 18 Economic and Social Council resolutions

Estimate 2012-2013: 64 General Assembly resolutions and 25 Economic and Social Council resolutions

Target 2014-2015: 64 General Assembly resolutions and 25 Economic and Social Council resolutions

(c) Enhanced interregional cooperation among the regional commissions	(c) (i) Initiatives and joint policy and position papers are submitted and effectively supported through the Regional Commissions New York Office as a catalyst for promoting harmonization, best practices and interregional cooperation among the regional commissions *Performance measures* (Number of initiatives and policy/position papers) 2010-2011: 8 Estimate 2012-2013: 10 Target 2014-2015: 10 (ii) The role of the Regional Commissions New York Office as a clearing house of Development Account project proposals by the regional commissions and a member of the Development Account Steering Committee is effectively exercised, with a view to identifying synergies and complementarities among project proposals submitted by the regional commissions, and promoting interregional cooperation *Performance measures* (Number of project proposals vetted by the Regional Commissions New York Office) 2010-2011: 54 Estimate 2012-2013: 40 Target 2014-2015: 40
(d) The Economic and Social Council is apprised of: regional perspectives and analysis of major development issues active on the global agenda; policy discussions and decisions taken by the regional commissions, ministerial and other high-level meetings and forums; and progress in promoting system-wide coherence through its mandated Regional Coordination Mechanism and on ongoing interregional cooperation among the regional commissions	(d) Timely submission of the annual report of the Secretary-General to the Economic and Social Council on regional cooperation in the economic, social and related fields with appropriate analysis and information *Performance measures* 2010-2011: 2 reports of the Secretary-General Estimate 2012-2013: 2 reports of the Secretary-General Target 2014-2015: 2 reports of the Secretary-General

(e) Office is effectively managed	(e) Timely delivery of outputs and services *Performance measures* 2010-2011: 100 per cent output delivery within established deadlines Estimate 2012-2013: 100 per cent output delivery within established deadlines Target 2014-2015: 100 per cent output delivery within established deadlines

Outputs

18B.4 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: provision of substantive and representational activities to the General Assembly and the Economic and Social Council under agenda items relevant to the work of the regional commissions (6); representation of the five regional commissions at Headquarters during intergovernmental meetings (500); secretariat of the meetings of the executive secretaries (8);

(ii) Parliamentary documentation: annual report of the Secretary-General on regional cooperation in the economic, social and related fields, submitted to the Economic and Social Council at its substantive session (2);

(b) Other substantive activities (regular budget):

(i) Exhibits, guided tours, lectures: briefings or acting as a channel of information among the regional commissions, Headquarters, funds and programmes, permanent missions of Member States in New York, liaison offices of specialized agencies at Headquarters and the general public on the work of the regional commissions (24);

(ii) Technical material: provision of analysis and synthesis of relevant developments occurring in intergovernmental and inter-agency meetings held at Headquarters or attended by the Office on behalf of the commissions, and policy recommendations relating thereto (23); provision of advice on global trends, challenges and opportunities that have a bearing on the work and positioning of the regional commissions (12);

(iii) Booklets, fact sheets, wallcharts, information kits: publications, in print and on the United Nations website, of a biennial newsletter which is circulated to delegations, relevant entities within the United Nations, funds, programmes and agencies of the United Nations system, other relevant institutions, and the general public (24);

(iv) Participation in meetings of the United Nations System Chief Executives Board for Coordination and other inter-agency meetings and activities, and contribution to joint activities (58); representation of the five regional commissions at inter-agency and interdepartmental meetings held at Headquarters; acting as the coordinating secretariat for interregional cooperation, which includes supporting the role of the current coordinator of the regional commissions, servicing the meetings of the Executive Secretaries, providing global advice at annual meetings of the chiefs of programme planning of the commissions, acting as a clearing house for the project proposals of the commissions funded from the United Nations Development Account and representing the commissions at meetings of the Steering Committee of the Development Account (10).

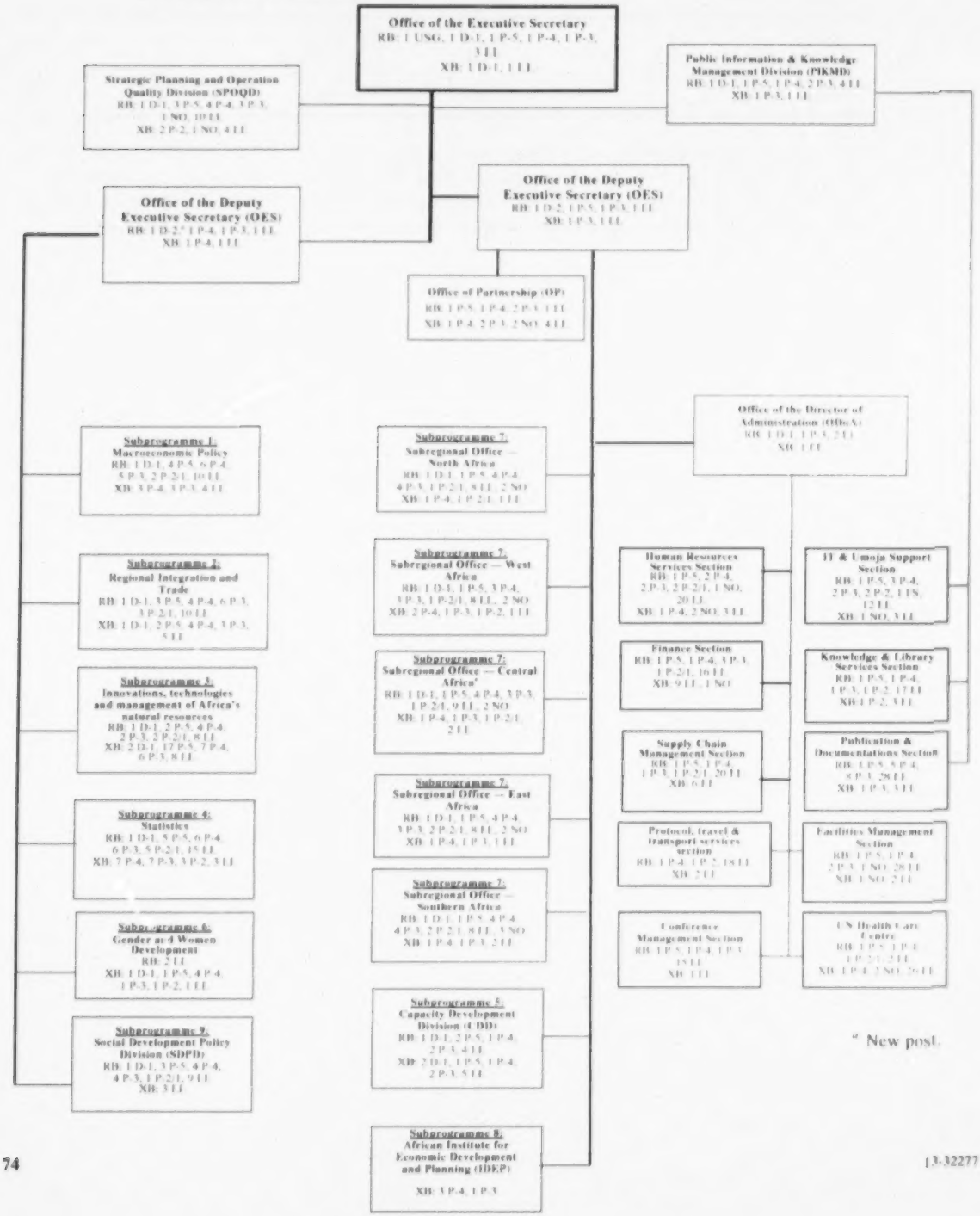
Table 18B.4 **Resource requirements: Regional Commissions New York Office**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Post	1 862.5	1 862.5	6	6
Non-post	118 1	118 1	–	–
Total	**1 980.6**	**1 980.6**	**6**	**6**

18B.5 The amount of $1,862,500 provides for six posts (1 D-1, 1 P-5, 1 P-4, 1 P-3 and 2 General Service (Other level)) in the Regional Commissions New York Office. The amount of $118,100 for non-post requirements will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment.

Annex I

Organizational structure and post distribution for the biennium 2014-2015


Office of the Executive Secretary
RB: 1 USG, 1 D-1, 1 P-5, 1 P-4, 1 P-3, 3 LL
XB: 1 D-1, 1 LL
Strategic Planning and Operation Quality Division (SPOQD)
RB: 1 D-1, 3 P-5, 4 P-4, 3 P-3, 1 NO, 10 LL
XB: 2 P-2, 1 NO, 4 LL
Public Information & Knowledge Management Division (PIKMD)
RB: 1 D-1, 1 P-5, 1 P-4, 2 P-3, 4 LL
XB: 1 P-3, 1 LL
Office of the Deputy Executive Secretary (OES)
RB: 1 D-2,* 1 P-4, 1 P-3, 1 LL
XB: 1 P-4, 1 LL
Office of the Deputy Executive Secretary (OES)
RB: 1 D-2, 1 P-5, 1 P-3, 1 LL
XB: 1 P-3, 1 LL
Office of Partnership (OP)
RB: 1 P-5, 1 P-4, 2 P-3, 1 LL
XB: 1 P-4, 2 P-3, 2 NO, 4 LL
Office of the Director of Administration (ODoA)
RB: 1 D-1, 1 P-5, 2 LL
XB: 1 LL
Subprogramme 1: Macroeconomic Policy
RB: 1 D-1, 4 P-5, 6 P-4, 5 P-3, 2 P-2/1, 10 LL
XB: 3 P-4, 3 P-3, 4 LL
Subprogramme 2: Regional Integration and Trade
RB: 1 D-1, 3 P-5, 4 P-4, 6 P-3, 3 P-2/1, 10 LL
XB: 1 D-1, 2 P-5, 4 P-4, 3 P-3, 5 LL
Subprogramme 3: Innovations, technologies and management of Africa's natural resources
RB: 1 D-1, 2 P-5, 4 P-4, 2 P-3, 2 P-2/1, 8 LL
XB: 2 D-1, 17 P-5, 7 P-4, 6 P-3, 8 LL
Subprogramme 4: Statistics
RB: 1 D-1, 5 P-5, 6 P-4, 6 P-3, 5 P-2/1, 15 LL
XB: 7 P-4, 7 P-3, 3 P-2, 3 LL
Subprogramme 6: Gender and Women Development
RB: 2 LL
XB: 1 D-1, 1 P-5, 4 P-4, 1 P-3, 1 P-2, 1 LL
Subprogramme 9: Social Development Policy Division (SDPD)
RB: 1 D-1, 3 P-5, 4 P-4, 4 P-3, 1 P-2/1, 9 LL
XB: 3 LL
Subprogramme 7: Subregional Office — North Africa
RB: 1 D-1, 1 P-5, 4 P-4, 4 P-3, 1 P-2/1, 8 LL, 2 SO
XB: 1 P-4, 1 P-2/1, 1 LL
Subprogramme 7: Subregional Office — West Africa
RB: 1 D-1, 1 P-5, 3 P-4, 3 P-3, 1 P-2/1, 8 LL, 2 SO
XB: 2 P-4, 1 P-3, 1 P-2, 1 LL
Subprogramme 7: Subregional Office — Central Africa
RB: 1 D-1, 1 P-5, 4 P-4, 3 P-3, 1 P-2/1, 9 LL, 2 SO
XB: 1 P-4, 1 P-3, 1 P-2/1, 2 LL
Subprogramme 7: Subregional Office — East Africa
RB: 1 D-1, 1 P-5, 4 P-4, 3 P-3, 2 P-2/1, 8 LL, 2 SO
XB: 1 P-4, 1 P-3, 1 LL
Subprogramme 7: Subregional Office — Southern Africa
RB: 1 D-1, 1 P-5, 4 P-4, 4 P-3, 2 P-2/1, 8 LL, 3 SO
XB: 1 P-4, 1 P-3, 2 LL
Subprogramme 5: Capacity Development Division (CDD)
RB: 1 D-1, 2 P-5, 1 P-4, 2 P-3, 4 LL
XB: 2 D-1, 1 P-5, 1 P-4, 2 P-3, 5 LL
Subprogramme 8: African Institute for Economic Development and Planning (IDEP)
XB: 3 P-4, 1 P-3
Human Resources Services Section
RB: 1 P-5, 2 P-4, 2 P-3, 2 P-2/1, 1 NO, 20 LL
XB: 1 P-4, 2 NO, 3 LL
IT & Umoja Support Section
RB: 1 P-5, 3 P-4, 2 P-3, 2 P-2, 1 IS, 12 LL
XB: 1 NO, 3 LL
Finance Section
RB: 1 P-5, 1 P-4, 3 P-3, 1 P-2/1, 16 LL
XB: 9 LL, 1 NO
Knowledge & Library Services Section
RB: 1 P-5, 1 P-4, 1 P-3, 1 P-2, 17 LL
XB: 1 P-2, 3 LL
Supply Chain Management Section
RB: 1 P-5, 1 P-4, 1 P-3, 1 P-2/1, 20 LL
XB: 6 LL
Publication & Documentations Section
RB: 1 P-5, 5 P-4, 8 P-3, 28 LL
XB: 1 P-3, 3 LL
Protocol, travel & transport services section
RB: 1 P-4, 1 P-3, 18 LL
XB: 2 LL
Facilities Management Section
RB: 1 P-5, 1 P-4, 2 P-3, 1 NO, 28 LL
XB: 1 NO, 2 LL
Conference Management Section
RB: 1 P-5, 1 P-4, 1 P-3, 15 LL
XB: 1 LL
UN Health Care Center
RB: 1 P-5, 1 P-4, 1 P-2/1, 2 LL
XB: 1 P-4, 2 NO, 26 LL

* New post.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/66/7)	
The Committee welcomes the progress made in this process and requests that continuous impact assessments be carried out in this regard and reported in future budget submissions (para. V.28).	Activities carried out at the level of subregional offices contributed highly to enhancing awareness and knowledge in social policy, economic policy management, regional integration, market analysis and modelling, trade policy, gender mainstreaming, election and democratic processes. The impact of the ECA programme was widely reported by key respondents to a survey organized during the biennium. In particular, regional economic communities are gradually gaining development momentum with steps towards merger noted among some of them. Officials in many of these institutions have reflected on the importance of the contribution of ECA. However, a number of challenges were identified. Chief among them were: (a) the focus of the Commission, which is working on several fronts at the risk of spreading itself too thin; and (b) the synergy between headquarters divisions and the subregional offices. The restructuring exercise under way in ECA is addressing mainly the above-mentioned challenges in order to get the Commission to achieve more tangible results, as well as strengthen relevance and visibility.
The Advisory Committee considers that the factors highlighted by the Secretary-General are internal to ECA itself and it is within the purview of its management to address them fully. The Committee expects that information on the remedial measures taken will be provided in the context of the proposed programme budget for the biennium 2014-2015 (para. V.30).	ECA has taken steps to reposition itself and refocus its programmes to make them more responsive to the transformative agenda of the continent. Following extensive consultations with a wide range of stakeholders, which included senior policymakers of the member States, a comprehensive internal review of the programme of work and priorities was undertaken, which resulted in a revised strategic direction for the Commission's work, involving changes to its programmes, organizational structure, management and administrative processes. In this regard, it is proposed that the overall ECA programme of

Brief description of the recommendation	*Action taken to implement the recommendation*
	work be organized around nine interdependent and complementary subprogrammes and reflect the substantive priorities of member States, as reflected in the NEPAD programme and allow ECA to specialize and focus on areas of comparative advantages in economic and social development. These changes are now reflected in the new programme structure as detailed in programme 15 of the biennial programme plan 2014-2015 which will be before the Committee for Programme and Coordination at its fifty-third session. These changes are also reflected under section 18 of the proposed programme budget for the biennium 2014-2015.
Notwithstanding the assurances provided, the Advisory Committee remains concerned at the persistently high vacancy rates at ECA. The current level of vacancies there is significantly higher than at the time of the Committee's consideration of the programme budget for the biennium 2010-2011. The Committee requests that the root causes of the high vacancy rates be seriously addressed by the Commission, with the support of the Office of Human Resources Management, with a view to ensuring that sustainable strategies are put in place. The comments and recommendations of the Advisory Committee on the continuing need for long-vacant posts are contained in chapter I, paragraph 92, which it finds relevant in the case of ECA. The Committee further requests that the General Assembly be provided with updated information on the current status of existing vacancies and remedial action taken at the time of its consideration of the Secretary-General's proposed programme budget for 2012-2013 (para. V.32).	ECA is working with the Office of Human Resources Management to ensure that sustainable strategies are put in place to address the high vacancy rate. During 2012-2013, ECA froze recruitment pending the Executive Secretary's unveiling of the new strategic direction of the organization. Upon the restructuring, revised positions aligned with the new ECA structure were developed. As a result, ECA is currently embarking upon a recruitment drive with the Office of Human Resources Management which involves widespread vacancy announcements in Inspira and in national magazines/newspapers in various parts of the world to ensure that the vacant positions are filled by September 2013.

Annex III

Outputs included in the biennium 2012-2013 not to be delivered in 2014-2015

A/66/6 (Sect. 18), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 2, Food security and sustainable development			
18A.53 (b) (i)	Fifth issue of the Sustainable Development Report on Africa	1	In the context of ECA restructuring, subprogramme 2, Food security and sustainable development no longer exists. The Sustainable Development Report on Africa is now a non-recurrent publication under new subprogramme 3, Innovations, technologies and management of Africa's natural resources
Subprogramme 3, Governance and public administration			
18A.57 (b) (i)	African Governance Report	1	In the context of ECA restructuring, subprogramme 3, Governance and public administration, no longer exists. The African Governance Report is now a non-recurrent publication under subprogramme 1, Macroeconomic policy
18A.57 (b) (i)	Mutual review of development effectiveness	2	In the context of ECA restructuring, subprogramme 3, Governance and public administration, no longer exists. The Mutual Review of Development Effectiveness is now a non-recurrent publication under subprogramme 1, Macroeconomic policy
Subprogramme 4, Information and science and technology for development			
18A.63 (b) (i)	Innovation and knowledge trends in national development policy implementation	2	In the context of ECA restructuring, subprogramme 4: Information and science and technology for development no longer exists. The report on innovation and knowledge trends in national development policy implementation is now a non-recurrent publication under new subprogramme 3, Innovations, technologies and management of Africa's natural resources
Subprogramme 5, Regional integration and trade			
18A.68 (b) (i)	Assessing regional integration in Africa	1	In the context of ECA restructuring, the report on assessing regional integration in Africa is now a non-recurrent publication under new subprogramme 2, Regional integration and trade
Subprogramme 6, Gender and women in development			
18A.73 (b) (i)	African Women's Report	1	This output is still part of subprogramme 6, but is now a non-recurrent publication

A/66/6 (Sect. 18), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
18A.73 (b) (i)	Compendium of best practices in gender mainstreaming	2	This output is still part of subprogramme 6, but is now a non-recurrent publication
Subprogramme 7, Subregional activities for development of the Subregional Office for Central Africa			
18A.88 (b) (i)	The economies of Central African countries	2	The economic indicators included in the report on the economies of Central African countries will be part of country profiles and risk analyses, which are now recurrent publications of the subregional offices
Subprogramme 7, Subregional activities for development of the Subregional Office for East Africa			
18A.92 (b) (i)	Regional integration in Eastern Africa	2	This output has been consolidated with others in a report on the implementation of subregional initiatives in East Africa, which is parliamentary documentation under the same subprogramme. The focus of subregional offices has slightly changed in the context of the restructuring. Subregional offices will focus on the production of country profiles and risk analyses as recurrent publications
Subprogramme 7, Subregional activities for development of the Subregional Office for North Africa			
18A.79 (b) (i)	Regional integration in North Africa	2	This output has been consolidated as part of a report on the implementation of subregional initiatives in North Africa, which is parliamentary documentation under the same subprogramme. The focus of subregional offices has slightly changed in the context of the restructuring. They will focus on the production of country profiles and risk analyses as recurrent publications
Subprogramme 7, Subregional activities for development of the Subregional Office for Southern Africa			
18A.96 (b) (i)	Regional integration in Southern Africa	2	This output has been consolidated as part of a report on the implementation of subregional initiatives in Southern Africa, which is parliamentary documentation under the same subprogramme. The focus of subregional offices has slightly changed in the context of the restructuring. They will focus on the production of country profiles and risk analyses as recurrent publications

A/60/6 (Sect. 18), paragraph	Output	Quantity	Reason for discontinuation
Subprogramme 7, Subregional activities for development of the Subregional Office for West Africa			
18A.84 (b) (i)	Regional integration in West Africa	2	This output has been consolidated as part of a report on the implementation of subregional initiatives in West Africa, which is parliamentary documentation under the same subprogramme. The focus of subregional offices has slightly changed in the context of the restructuring. They will focus on the production of country profiles and risk analyses as recurrent publications
Subprogramme 9, Statistics			
18A.105 (b) (i)	Compendium of African foreign trade statistics	1	The development of an African statistical database and data warehouse under technical material and in the context of new subprogramme 4, Statistics, will render the compendium on African foreign trade statistics redundant
18A.105 (b) (i)	Compendium of gender statistics	1	The development of an African statistical database and data warehouse under technical material and in the context of subprogramme 4, Statistics, will render the compendium on gender statistics redundant
18A.105 (b) (i)	Joint ECA/AfDB African Statistical Yearbook	2	This output is now a non-recurrent publication under subprogramme 4, Statistics
Subprogramme 10, Social development			
18A.110 (b) (i)	Assessing progress towards the Millennium Development Goals	2	This output was redundant, as it was reported under both subprogrammes 1 and 10. It is now a non-recurrent publication under subprogramme 1, Macroeconomic policy
18A.110 (b) (i)	The African Social Development Report	1	This output is now a non-recurrent publication in subprogramme 9, Social development
	Total	**27**	